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BULLETIN

OF THE

AMERICAN LIBRARY ASSOCIATION

Entered as second-class matter December 27, 1909, at the Post Office at Chicago, Ill., under Act of Congress of July 16, 1894. Acceptance for mailing at special rate of postage provided for in Section 1103, Act of October 3, 1917, authorized on July 8, 1918.

VOL. 14, No. 1

CHICAGO, ILL.

JANUARY, 1920

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SPECIAL A. L. A. CONFERENCE

Chicago, January 1-3, 1920

The American Library Association, for the first time in its history, convened in a special meeting, which was held at the Hotel La Salle, Chicago, January 1-3, 1920.

As specified in the call of the president, Chalmers Hadley, the matters which came before the meeting were a proposed revision of the Constitution of the Association, and the consideration of an enlarged program of activities.

The proceedings of the third and fourth general sessions, concerned with the enlarged program, are in the following record given precedence to the proceedings of the first, second and fifth sessions, which dealt chiefly with the constitutional revision.

THE ENLARGED PROGRAM

PROCEEDINGS

January 1-3, 1920

THIRD GENERAL SESSION

(Friday morning, January 2)

President HADLEY presided, and in introducing the business of the meeting stated that consideration would first be given to the matter of the enlarged program for immediate future activities of the Association. He recalled the Asbury Park Conference and the appointment, authorized by the Council, of a Committee on Enlarged Program, to receive and report on questions of post-war library service to be undertaken by the A. L. A. This committee had made a tentative report and later a supplementary one, giving a "Summary of proposed activities," which had been accepted by the Executive Board. In the autumn, when it became known that the Government would take over the welfare activities of the Association for the Army and Navy, a meeting of the Executive Board was called to consider other phases of the work which should not be permitted to lapse, but should be carried on by the Association until also undertaken by the Government. All such work, he stated, had been carried on with the balance of the war service fund raised two years ago; any work, other than such as is provided for in the by-laws, is understood by the committee to be of a temporary nature, and subject to the action of the Association.

President HADLEY then introduced Mr. J. RANDOLPH COOLIDGE, trustee of the Boston Athenæum, who spoke as follows:

"What I think may justify my presence here is to make you feel, if I can, how much the organization of your profession for nation-wide service can be made to mean to the public in general, to your trus-

tees in particular, and to all who can recognize and meet the claim of your Association for financial public support.

"I take great pride in the war service of the American Library Association. That service has revealed us to ourselves as an organization with national and international responsibilities; with the spirit and the means for meeting those responsibilities. In taking up new lines of work, as some of those developed by the war will cease to be necessary, we should realize, as never before, the necessity of impressing the entire American reading public with the stewardship of libraries and librarians in the formation of sound public opinion, through accessibility of reliable information upon all matters of public or private interest.

"I feel that the effort the libraries have made through the war to bring books to soldiers and sailors is an effort that can justly be continued in the directions which the enlarged program points out. I feel that in the multiplicity of the features of the enlarged program we have evidence of the careful, interested thinking of a large number of intelligent people. My thesis is that, if you believe in an enlarged program for the American Library Association yourselves, you can make your trustees and the public believe in it, and if you can show reasons for support, you will get the support. It rests with you to convince yourselves as to these particulars and features of the enlarged program which the American Library Association desires to undertake.

"Through the enlarged program you can meet the immediate needs that remain after war. You can establish general policies of national value, and establish re-

gional services to meet the needs of sections of the country. On all these grounds you can make appeal to those who have stood by you in your effort to bring to success the war service program—who have taken your measure and are disposed to help, if you on your part exhibit the confidence that you must feel in order to bring the program into realization.

"The American Library Association deserves and will have an important endowment, because it will earn it. It will establish itself with large-minded citizens as an agency deserving permanent capital to carry on that enlarged public service which cannot always be carried on by local libraries.

"I have in mind the American Institute of Architects, of which I am a member, and which changed from being a general body to a delegate body representing the architectural profession of the country generally. Since this change it has been able to speak with authority as to the wishes of the profession and it has been heard. It has become self-conscious as a national body, and has established a standard of compensation for architects which is generally accepted now as a proper standard, and involves a recognition of the larger service the architects of today give. A body much smaller in number than the American Library Association, it has succeeded in establishing a national policy of competition and standard of compensation, because it meets and is represented by delegates, which means usually the select among the profession.

"The American Library Association has the opportunity, first to define its purposes to itself, then to adopt those purposes with conviction—the kind of conviction which achieved the war work campaign. In all this there is essential a sufficient conception of the individual responsibility of every librarian of the country.

"Do not evaluate your public below its worth. Prepare to show that the American public must meet responsibilities again, that the period of reconstruction immedi-

ately before us is a period of enlarged vision, enlarged sympathies and enlarged generosity, that the library stands for the stimulation of every public-spirited effort, discriminating against no class or sect, uniting the civic forces of the community in peace as in war. Then the question of the enlarged program becomes one of general agreement as to its main features, not of public criticism of some of them; and of confidence in the mind of organizations that can realize the money needed to put the program, in whole or in part, immediately into operation.

"I have been conscious since I have come here of great skepticism as to the possibility of raising the money. The money is there, we have the ability and organizing spirit to reach it. We have men who are accustomed to win the ear of their communities for any public cause. Let us trust our power of organization. Let us adopt the program heartily, if at all. If we have conviction in ourselves, we can communicate it. We can, in the phrase of the day, 'Sell the idea.' I am perfectly sure if you believe in your program as I believe in it, you can demonstrate it to your communities and find the means to carry it out."

Miss MARY L. TITCOMB of Hagerstown, Md., then made an eloquent plea for unity and coöperation. She described briefly, as one of the original members, the organization of the American Library Association by a small group of pioneers, and the first period of activity when method and ideals were forming. This was followed by a period of 'marking time.' Then came the Louisville meeting, with its patriotic call to service and loyal response of all members, which brought the Association with such high credit through the biggest experience of its existence. She urged that now, when the Association, like the rest of the country, is suffering the reaction from war, it should not stop but proceed, knowing that faith in itself is justified, and that the enlarged program offered by the committee embodies the things which

can be carried on by the Association. It is impossible, she concluded, as individuals or as an organization to go back now to the old sphere. We should accept this program in a spirit of harmony and conciliation, and make ourselves an all-American Library Association.

Mr. CARL H. MILAM, director of the enlarged program, being asked to discuss the program in general, spoke as follows:

"The Executive Board, in its consideration of the items of the proposed program, began with the war service continuation. The War and Navy departments have taken over certain work inaugurated by the Association, but other parts of the library war service the Government has not yet been able to take over. Such work, therefore, the committee must continue to perform with the money remaining from the war service fund given originally for this purpose. This work includes library service to the merchant marine; coast guard and lighthouse service; the public health service hospitals; work for blinded soldiers; service to industrial plants for war work industries, begun at the request of the Government and now being gradually lessened but not terminated entirely; and the service which has been maintained for ex-service men in general during the past six months.

"These items of continuation service appear in the enlarged program because for the present it is impossible for the Governmental departments, through lack of appropriation, to carry them on. There is need of such flexibility in the program as will prevent the necessity of dropping this work and so losing what has already been done, if the Government should not be ready to take it up promptly.

"When the blinded soldiers began to be taught the new Braille, it was found there were less than twelve books for them to read. Subscriptions were obtained, largely from authors themselves, and now Mrs. Gertrude T. Rider reports over forty titles as printed or in process of printing. The appeal for this special service proved in-

stant and impelling; Mrs. Rider has collected from \$3,000 to \$5,000 on her own initiative. Apart from this war service, it is proposed that the Association should bear the initial cost of putting books into Braille—about \$500 each—thus making the books available to libraries at cost.

"Interest is being shown, by industrial concerns and business houses, in technical libraries, to an extent not heretofore thought possible. The American Library Association, if assuming responsibility for the development of libraries, should assume some responsibility here.

"By 'library extension' is meant the promotion of general libraries. Dr. Claxton asked recently why the Bureau of Education and the American Library Association and other organizations interested in civic and educational development could not unite in one big campaign in 1920 for promotion of interest in county and rural libraries, with the object of bringing to the forty-two state legislature meeting in January, 1921, pressure in favor of legislation for such libraries. It is said by a man connected with one of the large endowments in New York City that such a program for the development of rural libraries for the 60,000,000 people now without them would, in his belief, find interest and financial support among the directors of his foundation.

"The Paris library is going on whether we do anything about it or not. American business men, English-speaking people, have become interested—thrilled—with the idea of continuing the Paris library, not only as a library for English-speaking people, but as European headquarters for the interchange of ideas between American and European countries. They have spent money carrying on the idea. One man, not a librarian, has been so appealed to by the idea that he has given to it 50,000 francs from the proceeds of his son's—Alan Seeger's—books.

"It is proposed that whatever the Association does should be capitalized for the benefit of all the libraries in the country,

in order that more and better people will enter the profession, that library appropriations will be increased, that people generally will become interested in the library as a thing that really counts for something.

"We do not propose that the American Library Association shall render any considerable amount of direct library service. We do propose that it shall conduct propaganda for the promotion and development of libraries along all lines, and that continuous effort be made to have each phase, as far as possible, taken over and maintained by the Government or other appropriate agency at the earliest opportunity.

"The features of the program which have been brought to your attention, have, when brought to the attention of men and women outside our profession, roused great interest practically everywhere. If we assume as our responsibility what nobody else has assumed—the promotion of library service for the 60,000,000 people in the United States who are without it—we will find plenty of people willing to stand behind us with money. It is not the sort of thing that will make folks go out on the streets parading and singing songs, but it is the sort of thing that has caused people to give their money to education and civic projects. There are many things which should be done by the American Library Association. The details are unimportant, but let us adopt an enlarged program and put ourselves in a position to accept money if people are willing to give it."

Dr. FRANK P. HILL, chairman of the Committee on Enlarged Program, was then called upon, and said:

"The Committee on Enlarged Program has to this point done nothing which was not authorized by the Council or the Executive Board; furthermore neither committee nor Executive Board has committed the Association to any expenditure of money beyond the means of the Association today. We do not propose an intensive drive for money. If approved, it is

hoped to begin efforts at once to raise money, and to carry them through the middle of May. The committee has planned a publicity bureau, or department of information and education, and has engaged, up to the time of this meeting, a publicity director, Mr. J. Ray Johnson, and a campaign manager, Mr. Milbourne Clark. We have in mind three methods of raising money: by large subscriptions; by gifts from endowment funds or foundations; and by general subscriptions obtained by communities in any way they wish.

"The proposed plan of organization is: First, an advisory or finance committee of interested men and women, able to contribute their time and money; second, seven or eight regional directors, preferably librarians, for as many sections of the country; third, state directors (also librarians), chosen by the regional directors. The committee believes that under this plan two million dollars can be raised without any great difficulty."

Mr. J. RAY JOHNSON, publicity director, followed Dr. Hill, and in explaining his plan for the campaign, said:

"I have devised a plan of publicity possible to be sustained over a period of six months. First, I start with the division of newspapers. There is no question that there are many daily newspapers large and small, over the country, which will print material about libraries and the library idea which has human interest. I plan to send to every morning paper of prominence in the U. S. one short story a week, and to every afternoon paper, and to the editor of women's pages, after first having written every editor a letter telling what this campaign is all about, what the Association is trying to do, and asking support. This will be the only national effort. For the rest, the work must be done in a purely local way. To every state, city and county librarian and active publicity agent service letters will be sent out from our headquarters containing suggestions as to how to obtain publicity, what to do,

what to print, and short articles that may be handed to the local editors.

"Next, the foreign language publications. There are publications in twenty-nine languages in this country; those having wide circulation cover seventeen nationalities and reach 20,000,000 persons a day. The Greek field is covered by two daily papers, two fine monthlies, and by weeklies rivaling our American weeklies, which influence the thought of the Greeks from coast to coast in America. Some of the biggest publications in America are Polish and Bohemian. In certain parts of the southwest Spanish is read almost exclusively. The American Library Association has an opportunity here to reach the foreigner, to tell him the story of America, to educate him to the use of books and newspapers, and finally to teach him the English language. The foreign language press wants this service and asks for it.

"The department of magazines is a large one, as is the department of syndicates, of which there are thirty-nine serving practically all the people of the country. But the most important thing in the entire plan of publicity will be the service of the local librarians. There is a large amount of material for publicity concerned with library service, and I believe the American Library Association would obtain great results from a publicity campaign covering six or eight months, in getting the support of public-spirited men and public officials, and in attracting to the work men and women who are not now attracted to it."

Dr. HILL then added that a number of magazine and newspaper editors had been interviewed in and about New York, that almost without exception these editors had expressed interest and promised their support to this campaign for the information of the public regarding public libraries. He referred again to the fact that the committee had been authorized to do as much as it had done, to this point, and had had full intention of reporting and asking further authorization. He quoted

Mr. John R. Mott, secretary of the International Y. M. C. A., the Salvation Army, and the National Education Association in strong endorsements of the proposed work of the American Library Association. In answer to the postcard vote asked of the Association by the committee about ten per cent of the 4,000 members answered, of these ten per cent were against a financial campaign, but in favor of the program, eight per cent were against both campaign and program, and the rest were for both, without knowing whether there was to be a 'drive' or not.

Dr. BOSTWICK then asked if it was planned to assess different regions definite amounts to be raised, and Dr. HILL answered it was not, but that any practical effort to raise money would necessarily involve setting some goal to reach. Detailed plans, however, could not be worked out prior to a conference of regional and state directors, and such plans would be flexible enough to fit any community.

Mr. E. R. PERRY asked what proportion of the money it was thought could be obtained in large gifts from individuals and corporations, and was told, by Dr. HILL, about a million dollars. Dr. HILL added, in answer to a question from Mr. JOHNSON BRIGHAM, that any quota for states would be based on two million dollars, and that there is definite hope of getting money from educational foundations.

Dr. HILL further stated that the expenditure of the two millions was planned to extend over three years. There is now an available balance of \$500,000 to be spent for the continuation of library war service. Expenditure under all heads will be greatest the first year, since it is expected that later most of the enterprises will be turned over to other agencies of the Government, institutions or corporations.

Mr. WINDSOR asked for an explanation of the financing up to this time, and of the work of the committee; as to responsibility for bills incurred, and whether there had been an unjustifiable borrowing by the committee of funds given, through the

United War Work Fund, for other definite purposes.

In answer Dr. HILL and Mr. BOWKER explained that no money had been deflected from the United War Work fund, that the money used up to the present time was part of the \$52,000 left from the first campaign of the Association, and loaned to the Executive Board by the War Service Committee.

Mr. MILAM added that the sum appropriated to the present time was approximately \$50,000, that in so using it the committee had assumed the risk of the work's being stopped at this point by the Association, and therefore assumed the responsibility of paying it back in such event. He explained also that daily requests from periodicals for library stories could not be met from the material on hand and a letter has been sent schools of journalism asking for such stories, to be paid for from the \$50,000.

Mr. WALTER SMITH asked if the borrowing of the \$50,000 was done by the Executive Board or the Enlarged Program Committee, and if it had been passed on by the Finance Committee as a part of a supplementary budget.

The PRESIDENT replied that the borrowing was authorized by the Executive Board, and Secretary UTLEY added that the \$52,000 left over had never been turned over to the Association and was therefore to be considered as a loan and not as a supplementary budget.

Mr. WINDSOR raised the question of the propriety of using for peace time activities any of the money given for war service.

Dr. RICHARDSON called attention to the number of items in the enlarged program which, while called peace time activities, were nevertheless directly contributory to the successful continuation of the war service items, and might rightly be paid for as such.

Mr. BOWKER then said:

"The situation as I understand it is this: In the first drive we raised about one

and three-quarters millions for war purposes, all of which we did not spend. We took part of what was left to do our share in the second—united war work—drive. After that we were spending our share of the proceeds of the second drive when the war came to an end, and the War Service Committee found itself with two remnants of funds in its treasury. That from the second drive, about five or six hundred thousand, will, as soon as the War Service Committee can transfer its functions to the Executive Board, be spent entirely on the continuation of the war service work. The other remnant, the \$52,000, remains from the first library war fund. There is no war, but since the enlarged program covers other work for soldiers and sailors beyond that included in the spending of the remnant of five or six hundred thousand, it seemed proper to use a reasonable part of that \$52,000 in setting in motion the wheels necessary if the Association should desire to carry on an enlarged program. There is a fair criticism that there has been an apparent commitment of the Association. That was unintentional. I think there has been no real commitment, however, that is subject to criticism."

The meeting then adjourned until 2 o'clock of the same day.

FOURTH GENERAL SESSION

(Friday afternoon, January 2)

President HADLEY presided.

Dr. PUTNAM, expressing the opinion that there should be some definite resolution around which the discussion could center, proposed the following:

RESOLVED, That the Association approves an appeal for funds, estimated at \$2,000,000, necessary to enable it to carry on certain enlarged activities, examples of which have been set forth in a program proposed by the Executive Board; and it authorizes the Executive Board in its name and behalf to arrange for, and prosecute, such an appeal.

To this resolution, seconded by Mrs. Elizabeth Claypool Earl, Dr. BOSTWICK offered this amendment:

Provided that it be understood that this Association favors nothing in the way of such an intensive drive as was made during the war, and especially nothing that involves the apportionment of funds to be raised by cities or regions.

Both the amendment and the resolution as amended were adopted.

In the discussion that followed, Dr. Putnam interpreted the resolution as an authorization enabling the committee to proceed with an appeal for funds, in the expectation of enlarged activities, without implying approval of every item of the submitted program, the details of which can be discussed later.

Dr. BOSTWICK, in agreeing with Dr. Putnam, nevertheless spoke of the danger of duplication of work in the carrying on of so large a part of the Association's activities in New York while headquarters remain in Chicago, expressed the fear that it might result in the removal of headquarters to New York, and offered the following resolution:

RESOLVED, That it is the sentiment of this meeting that whatever enlarged activities are engaged in by the American Library Association should be operated from the headquarters in Chicago, so far as possible, and under the supervision of the executive officer at those headquarters.

The resolution was seconded.

The PRESIDENT ruled that the resolution involved a question of policy which should come before the Council rather than before the Association.

Mr. FROTHINGHAM called attention to the fact that the meeting, being a specially called one, no business not specified in the call could be considered.

Dr. BOSTWICK appealed from the decision of the chair, and his appeal was sustained by a vote of 99 against 46.

Dr. ANDREWS then moved to refer the resolution to the Council, which was seconded.

Dr. BOSTWICK called for the resolution which, although a matter for the Council, could be passed constitutionally by a three-fourths vote of the Association.

Dr. PUTNAM stated that the resolution

seemed to him to impose a limitation upon the actual administration by the committee of work which it had just been authorized to do; and he inferred an idea obtained that a certain course of action might result which could not be based on anything in the program, or the resolution authorizing the program. Such a matter of detail, he thought, should be left to the Executive Board, as it implied results there was nothing on record to justify.

In answer Dr. BOSTWICK said that he would favor removing headquarters to New York, though he preferred them in Chicago, rather than operating two headquarters.

Dr. ANDREWS objected to the question of headquarters being considered one for the Executive Board alone to decide. The Association should decide, he thought, but should have the advice of the Council.

Dr. PUTNAM deprecated the raising of the question at all, since there was no reason for it, and he called on Dr. Bostwick to state whether he knew of any proposal to remove headquarters from Chicago to New York.

Dr. BOSTWICK replied that he knew of no direct proposal, but said it was a matter of common knowledge that the intention of the Board was to operate the enlarged activities of the Association from New York, and it was just this duplication of headquarters that he was objecting to.

The motion of Dr. Andrews to refer the resolution to the Council was lost.

Mr. FROTHINGHAM, explaining that he thought it wrong to hamper the Executive Board in carrying on its business by any statement of where that business should take place, then moved to substitute for Dr. Bostwick's resolution the following:

RESOLVED, That it is the sense of this Association that the headquarters remain in Chicago.

There was no second to Mr. Frothingham's motion.

Mr. BOWKER added that while he thought the Executive Board would have been un-

warranted in taking steps for the removal of headquarters from Chicago without the consent of the Association, it would be a mistake to hamper the Executive Board in its discretion as to carrying on its work from New York or San Francisco, or wherever necessary.

Dr. BOSTWICK called attention to the wording of the resolution, which would hamper no one in carrying on activities wherever necessary.

The resolution was put to vote and carried.

Mr. RUSH then offered the following resolution, which was seconded by Dr. HILL:

RESOLVED, That no motion heretofore adopted be construed to prevent the establishment of a mutual understanding between the local and state representatives as to the amount of moneys to be collected; that the items in the enlarged program which should be used as the basis of the local appeal ought to be selected by the local library authorities; and that the methods of soliciting funds (whether by direct individual appeals for large donations, or by mail appeals to a carefully selected group, or by any other method) be chosen by the local authorities.

In the debate on the resolution Mr. RUSH explained the effectiveness of such a method of determining the goal, and the methods of reaching it, in any one locality. Dr. BOSTWICK urged against any efforts to go over the top and feared the determining of the limit by state authorities might have that effect. Mr. DUDGEON thought some goal necessary for any effort, and that such should be arranged. Dr. HILL said that without some arrangement of the kind, he thought the money could not be raised, and that it would be

very helpful to the committee to have Mr. Rush's resolution passed.

A vote on the resolution found 116 members for it and 18 against, and it was declared adopted.

Dr. HILL then asked how many, in view of the action of the afternoon, were willing to take part in the financial campaign. Several members raised their hands. In the discussion which followed Mr. RODEN declared himself to be unconvinced because of lack of information as to the details of the program, while Mr. YUST reported that Rochester was averse to more financial campaigns. Mr. MILAM said that it was the work of the Executive Board to convince the Association by telling them its plans, and that the Association has undertaken the biggest thing that librarians have ever conceived. Miss WEST said it was the biggest thing in education ever undertaken in America. Mr. DUDGEON spoke at some length of the work just done by himself and other librarians in trying to interest magazine editors, and of the immediate and universal appeal to them in the idea of the good to be accomplished from extending libraries.

Dr. HILL said in conclusion that the discussion had been just what he had tried to precipitate by his question—the committee had wanted questions and had wanted the Association to express its wish. He told of the intention of the committee to call together library trustees in different parts of the country, to discuss and confer with them on the program. He felt that if the Association went at the work with a degree of enthusiasm, it would bring to success a program any association might feel proud to carry out.

On motion the meeting adjourned.

REVISION OF CONSTITUTION

FIRST GENERAL SESSION

(Thursday morning, January 1)

The first two sessions (on January 1) dealt with the revision of the constitution. For the benefit of members unable to attend, the discussion is here printed practically in full from the stenographic report. Members have not been given opportunity to correct their remarks, the report as here printed being a straight transcript from the stenographer's notes, only obvious errors having been corrected; hence in some cases speakers may not be recorded with verbatim accuracy.

President Hadley, who presided, made the following introductory remarks:

It has been three years since we have held a midwinter meeting of any sort in Chicago. For the first time in our history we are having a called meeting of the American Library Association. Those of us who for many years were accustomed to meet in Chicago have missed these midwinter sessions. These sessions have provided personal relations and informal discussions which have proved most pleasant and profitable. The special session this winter is called for two purposes: first, to consider proposed revisions to the existing A. L. A. constitution, and, second, to discuss the report of the Committee on the Enlarged Program. Your presiding officer did not know just how to conduct these meetings, so far as any opening remarks or exercises were concerned. We first thought that we would have our most eloquent member speak, if we could secure him, or we would secure some outside gentleman who is interested enough to start this meeting. I am reminded of a remark made by Senator Ingalls in the Senate several years ago. An eloquent but somewhat lengthy speaker had been debating an important question. Senator Ingalls arose and said: "If the gentleman will

pluck a few feathers from his wings of fancy and stick them in his tail of reason we will steer a straighter course." So in calling this meeting to order I will simply state why we are here—to get the sense of the American Library Association on these important questions. These questions are to be laid before you for approval, in so far as your attitude of mind toward them is concerned, for disapproval, correction or amendment—anything that you have in mind in order to meet the importance that we know exists in these questions. The chairman would like to mention one or two things which seem important at this time regarding the procedure which we suggest for the discussion of the proposed amendments to the constitution.

If you will turn to your old constitution, copies of which you have, you will see this provision: Section 25, Amendments. "This constitution may be amended by a three-fourths vote of those present and voting at two consecutive meetings of the Association."

At the Asbury Park meeting Mr. Bishop, in his admirable address, emphasized the importance of changing certain features in the constitution. Mr. Bishop has been a very active and able member of the committee which has embodied its suggestions in the other printed circular you have in your possession, I believe. The committee wishes to get the fullest expressions of opinion regarding these proposals. Many excellent proposals have come before the committee since the proposed revision was printed in the library periodicals; others have been handed to us since we came to Chicago.

In discussing these questions the chairman wishes to expedite matters as much as possible and will rely on the ordinary rules of order to do this; but we wish an informal, personal discussion of these

things, and all rules of order, if the chairman is left to his own devices, will be construed as liberally as possible—we wish to obtain full expressions of views. Our very active member of this committee, Mr. Bishop, has agreed to present this matter this morning, and we will take up the matter of the constitution now, as we may not have Mr. Bishop's services later in the week, since he has a wonderful library building to dedicate soon.

Mr. BISHOP: Mr. President and members of the American Library Association: At the Conference at Asbury Park last summer I ventured to suggest, as the result of my experiences as president in a particularly busy year, when the Association was charged with the conduct of affairs very far beyond the ordinary range of its activities, certain changes in its organic law. I made these suggestions without reference to individuals who have given the Association devoted service on various boards and committees, and specifically said that I implied no adverse criticism. Those changes that I recommended were rather few in number, but were quite specific and seemed to me to be necessary to promote the efficient, smooth and rapid working of the business affairs of the American Library Association. It must be apparent to anyone who has been a member of the Association twenty or twenty-five years, or who has studied its history through a reading of its proceedings of the earlier years and who has known it intimately of late years, that the character of the Association as an association and of its business as such has changed very materially. As originally constituted, this was a body very largely for conference. It was a body which put through very much coöperative effort in an admirable way. It did not conduct affairs of any size. Its publications were few in number. Its committees were concerned largely with the internal management of libraries of the type which then prevailed in the United States. There has come a very material change. The budgets of the Asso-

ciation have grown larger from year to year. A very considerable amount of money now passes through the treasurer's hands annually. The Association publishes and sells a very large number of books and leaflets, or, at least, a comparatively large number, making large numbers of copies, and it does a great deal of business through various agencies. In fact, so important have become its executive functions as distinguished from its merely deliberative functions, that I ventured last June to point out certain places in which the present machinery fails to operate successfully, or at least operates slowly.

At that time, you may recall, I pointed out that by a singular anomaly the treasurer of the Association was serving in a merely clerical capacity; he was not upon the Executive Board; he had no voice, not even an advisory voice, in the expenditure of the moneys which passed through his hands. He was serving merely as a recording officer. I pointed out that we practically had two coöordinate bodies, two coöordinate boards, passing on business matters, the Publishing Board and the Executive Board; that one was not necessarily out of harmony with the other—neither were the two necessarily working in conjunction. I ventured to point out that the Finance Committee was drawing up the budgets for the Association and that only one member of the Finance Committee, according to the constitution, was a member of the board charged with the administration of the affairs of the Association between its annual meetings; and I made a few other specific statements along the same lines.

At the last meeting of the Association it was voted that a committee should be appointed to take into account the constitution and to report at a future meeting of the Association such recommendations as it might make. This committee consisted, by action of the Executive Board, of the president of the Association, the secretary of the Association and the retiring president. The president, naturally,

has to preside here; the secretary has a bad sore throat, and it falls to me, therefore, to present the report of this committee. The report of the committee, however, consists merely of a draft, which is before you. If I may be permitted, before reading it, I should like to point out certain changes which we have made and certain aims of the committee. We have tried, above all things, to secure a working organization which could attend to business without the business having to go through a great many hands, and to avoid that circumlocution which is so fatal to continued success in the prosecution of affairs. The Association business is very much enlarged; aside from the war work, it is very much greater than it was a decade ago, and it is perfectly obvious, if the plans which we shall discuss later meet with a measure of approval and are carried out in part, that the conduct of the affairs of the Association will involve a greater volume of business than they have in the past.

The committee, I wish to state at the outset, is anxious to have criticism, favorable or unfavorable. It wants to know the minds of the members of the Association. It has had to work rather largely by itself, partly by correspondence, with but three meetings, and one of those rather hasty. We had really hoped that we might receive a little more in the way of correspondence than we had, but we have received a good deal. Let me say again, before proceeding to the details, that when we are making criticism of the old structure we are definitely not making criticism of the people who erected the structure. I think it very well that I should make this statement. We say that some things do not seem to us to have been wisely devised, not that we think the performance of various committees and boards has been inadequate or in any way faulty or such that we should criticize.

The chief changes are these: The treasurer is made a member of the Executive Board. He has a vote on that board, the

same as any other member has, and the clerical part of the treasurer's work is transferred to a trust company as assistant treasurer. I think there is no question as to the advisability of making the treasurer a member of your board of directors. Others may differ from me, but this has been the committee's feeling; and I feel, at this time, like saying a word of commendation of Mr. Roden's long and faithful services as treasurer of this Association. I think it would have been greatly to the advantage of the Executive Board if it had had the benefit of his advice and experience and if his vote had counted in its deliberations throughout the ten years he has served as treasurer of the Association.

The former Finance Committee has been definitely made an auditing committee, following out the last amendment to the constitution, which went into effect after the Asbury Park meeting. That is, the duty of preparing a budget for adoption by the Executive Board has been transferred to the Executive Board itself, and the auditing of its accounts and the accounts of all committees having the expenditure of money has been left definitely in the hands of an auditing committee.

The budget, under this proposed constitution, would be prepared by a committee of the Executive Board and would be voted upon by the board and there would be a possibility of supplementary budgets, as necessary. As a matter of fact, I think Dr. Andrews, who has given us long service on the Finance Committee, will agree that one particular function of the Finance Committee has been to guess at expenditures of the Association. Is that not so, Dr. Andrews?

Dr. ANDREWS: Yes, to see that the Executive Board does not overestimate the income of the Association.

Mr. BISHOP: It is specifically stated the business of the Association shall be conducted by budget and that expenditures shall not be made by any officer of the Association in excess of such budget. The

Executive Board under this arrangement will become, in effect, a board of managers, or whatever you may call it. That is what it is now, but it is somewhat hampered in its actions by having others bodies coördinate with it, to which it must look for approval or for the laying out of plans before it can act. Its membership has been decidedly enlarged. If this constitution shall be adopted, the Executive Board will consist of eleven members, only three of whom will be elected annually, the remaining eight to be elected every two years for terms of four years.

There has been transferred by this committee to the Executive Board the function previously vested in the Council of advising the Association on matters of policy. This remains for the Association to decide.

The matter of mail votes has been changed to a certain extent. In any organization which spreads over the entire United States and Canada, on whose boards and committees members are selected very largely for geographical reasons, it is imperative that a provision should be made for votes by mail. According to the constitution under which we are now operating, a single negative vote may completely veto a mail vote. That is to say, in taking a correspondence vote of a committee or a correspondence vote of the Executive Board, one person expressing disapproval can stop the entire action. Now there are very good reasons why there should be no snap judgment on mail votes, but it seemed to the committee proper that a minority of one should not have a complete veto power, and an arrangement has been made in the by-laws that on the expression of disapproval by a member of a board or a committee, the action shall halt until such member has had opportunity to communicate his views to his colleagues and a second vote has been taken. If he has been able to convince one of his colleagues that his position is sound and the two of them disagree, it will be necessary to defer the matter until they can have a meeting and thresh things out;

but if he still remains in a minority of one, it is possible for action to go forward.

Another thing the committee has endeavored to do is to make more careful and definite provision for sections. This committee has hoped that it might be possible to induce some organizations of librarians, now functioning separately, to become sections of the American Library Association. To that end it has specifically stated that sections may charge membership dues, may issue publications, may limit their own membership in such a way as they desire, and in general may be responsible to themselves both for the accounting of their own moneys and for the conduct of their own affairs. The present provision for sections, I think you will find, is a loose one. It merely provides, practically, that they may exist—and we all know that some of the sections have been carefully organized and some very loosely organized. Those which have had the longest history and perhaps have performed the most valuable service to the Association, have been the most loosely organized of the lot. I refer, for example, to the Catalog Section and the College and Reference Section, neither of which has had specific organization and both of which have had programs which we have attended with great profit.

Perhaps the most drastic of the changes which this committee has advocated is the transfer of the functions of the Publishing Board to the Executive Board of the Association. I am most fully convinced of the wisdom, as a matter of organization, of such a transfer. In other words, **you** would then have one business office. You now have one business office under two managements. It seems to me and it seemed to the committee—I think the committee is unanimous on the matter—that it would be quite desirable that two coördinate boards, having jurisdiction over publication and money, should not exist, but that one board, through committees or whatever agency might be desirable, should carry on those functions of the Association.

Finally, there are two other matters, one

of which has been changed, and regarding the other the committee reserved its opinion. The matter which has been changed relates to the Council. In the draft submitted by the Committee on Enlarged Program, no definite provision was made about the Council. Now, the Committee on Revision, having in mind the change that has come over the Association, whereby it now has a great deal of business to conduct and has ceased to be a body only for conference and deliberation, has felt that it would be very wise to continue the Council as a body to discuss library questions, to issue reports thereon and to give an opportunity for two things: First, for the distinction which inevitably accompanies election to and membership on the Council. There is no question that it is a distinction which may well be sought and of which one may properly be proud. We have felt that to remove it would be unfortunate and unnecessary. We have, however, unquestionably removed from the Council its executive functions. They are gone if this program is adopted.

You may not know that there are two different schools of thought in the Association at the present time as to the functions of the Council. One set of people, for example—I found this very markedly during my term of office as president—seemed to feel that all matters which involved an expression of opinion and many matters which involved action of a business sort, ought to be, under the terms of our constitution, referred to the Council for deliberation and decision before action was taken upon them. Another school, interpreting the phrase in the constitution about matters of policy being acted on by the Council, felt that only such matters as were debatable, on which expression of opinion might be sought as a pronouncement of the Association, matters of library policy, should be referred to the Council. The matter of resolutions, for example, is one on which we may have some recollections of recent date; and there was a very interesting point of view as to whether

such things should be sent to the Council for deliberation or whether they should be acted upon directly by the Association, or whether there was any bar—personally I do not think there is any bar—against this Association taking any action which it desires. I do not think there is anything in the constitution that we have adopted preventing that. At all events, what we have voted to recommend is to retain the Council; making all the members elected to it by the Association, ten a year; retaining former presidents of the Association as members of the Council, and also retaining the presidents or other delegates of regional organizations and affiliated societies. And that brings me to my last point, on which the committee has not been able to formulate a policy, for reasons which may come out in the discussion, and that is the question of affiliated organizations.

If you will examine the wording of the present constitution, you will find the whole matter of affiliated organizations is left very much in the air. Their presidents are, by virtue of their office, members of the Council, and the Council may affiliate with the American Library Association other organizations of librarians if it elects so to do, and it has done so in the cases of four societies having national scope but specific reasons for existence. It does not say what the organizations are. It only says members of the A. L. A. and other organizations may participate in the meetings, share benefits of reduced hotel rates and so on; but the whole matter of affiliated organizations is left in very indefinite condition by the present constitution.

Various propositions have been made to us. One of them would be a very radical change, a change so radical that the committee felt unwilling even to express an opinion upon it. That would mean practically the abandonment of the American Library Association as it now exists and would make it a federation of library organizations—I suppose of library organizations concerned with a particular field or

a particular kind of library work. You have to consider, also, that there are numerous organizations of librarians which are local and regional in their scope. There are the various state library organizations whose presidents are now *ex officio* members of the Council or whose delegated representative serves in that capacity. The proposition to make the A. L. A. a federation of library organizations would, I suppose, have to consider these regional associations (some of which are very strong and others of which are nominal, holding occasional meetings) as well as organizations of a particular type, such as the Special Libraries Association or the National Association of State Libraries, the American Association of Law Libraries, the Medical Library Association, etc. The plan would involve—and this ought to be carefully considered—a reorganization, dividing along the lines of public libraries, reference, university and college libraries, or the splitting up of the Association into groups and making it a federation representing these various groups. As I say, the committee expresses no opinion upon this, and it has found it is unable to formulate a phrasing covering affiliated organizations which it is willing to submit to you.

Mr. Chairman, these are the considerations which have actuated the committee in its deliberations. The important changes which have been made have been indicated and the text of the two constitutions is before the Association. I take it that what we shall welcome is criticism, comment and questions.

THE PRESIDENT: You have heard the report of Mr. Bishop of your special committee, and since we shall attempt to start discussion at this afternoon's session on the extremely important report of the Committee on Enlarged Program, we should like to make all the headway we can at this session and continue discussion of the constitution later, when the time presents itself.

Dr. BOSTWICK: Perhaps this is the time to say a word which I feel ought to be

said before we proceed to discuss the details of this constitution, and that is with regard to the competency of this meeting to adopt any amendment to the constitution at all. If you will read the present constitution you will see that amendments to the constitution must be adopted at two successive meetings of the Association. Of course, this is a meeting of the Association, but it seems to me perfectly clear that those who drew up the present constitution intended that constitutional amendments should be passed upon at two successive regular meetings of the Association. It is very unfortunate that the word *regular* was not inserted. It seems to me that the intention was that we should proceed to such changes as these with great deliberation; that a year should intervene between the time when they were proposed and the time when they were finally adopted; and although I recognize the fact that owing to the failure to insert the word *regular* before the word *meeting* in the proper section of the constitution, in adopting these amendments at this meeting we would be conforming to the letter of the law, I submit to you that we are certainly violating its spirit; and I want to say that owing to my feeling, I should certainly vote against any amendments to the constitution presented at this meeting, no matter how much they recommend themselves to my judgment as amendments.

THE PRESIDENT: Dr. Bostwick has expressed the chairman's view better than he could himself. He was on the point of saying the proposed revision of the constitution will be read by sections, but to request that no action be taken after reading of the sections. We should like to expedite matters, however, by reading the constitution by sections and open the session for deliberations.

Mr. DANIELS: Is this matter at all before us, once or twice or after intervening time or at any other time, unless a motion for adoption is made now? I should like that technical point cleared up in my mind.

Mr. BISHOP: Am I mistaken in my understanding that the Executive Board, in accepting this report as a report of progress, referred it for discussion to the meeting today? While the matter is not before the meeting under the form of a motion, it is before us by request that we consider it as coming from the Executive Board of the Association. Is that not correct?

The PRESIDENT: That is the chair's opinion.

Dr. ANDREWS: My own opinion is exactly that of Dr. Bostwick. Perhaps I might speak with a little more force because I was one of the committee which drafted the constitution. I am quite certain that we meant two successive regular meetings of the Association, although the constitution does not say so. I shall vote, as Dr. Bostwick indicated, against any motion to adopt this constitution, but if the committee in charge wish our opinion, I see no objection to our discussing the constitution or having an advisory vote on the subjects involved.

The PRESIDENT: The official call for the meeting of the American Library Association was for the purpose of considering the proposed constitution. Nothing was said by the committee indicating that they wish anything but the assistance of the Association.

Mr. BOWKER: To save time and to clear the situation I will make a motion—and if that motion provokes discussion I will withdraw it. My motion is that this special meeting proceed to consider the proposed draft of the constitution, section by section, and to vote upon any suggested amendments to that draft and, in the end, report that draft back to the Executive Board for submission, for the first time, to a regular meeting of the Association. I might add that I make that motion as another "father of the constitution" in addition to Mr. Bostwick.

(Mr. Bowker's motion was seconded.)

Dr. HILL: Is that motion open to discussion?

The PRESIDENT: Yes, sir.

Dr. HILL: I would like to say a word. We have been called here for specific purposes, to discuss and consider the constitution as reported by the Executive Board. Now, no words of Dr. Bostwick or Dr. Andrews can insert the word *regular* in the constitution, any more than any proposed amendment, and we are at liberty to take action upon this constitution. It seems to me that it would be unfortunate if we were to delay submission for a year, as proposed, or until a regular meeting, as proposed by the motion of Mr. Bowker. For one, I certainly hope that Mr. Bowker's motion may be amended, so that we will not have to carry this over until a regular meeting.

Mr. LOCKE: I received notice that we were to come here today to consider and discuss this proposed constitution. To raise an academic or technical question interfering with our discussion is a strange attitude to take. Having brought a large body of people here to discuss this question, technical questions are raised to prevent action.

Mr. BOWKER: I withdraw the motion.

The PRESIDENT: This leaves the question where it was.

Mr. BOWKER: I think perhaps we shall have to pass on a point of order; so I withdraw the motion.

The PRESIDENT: The recommendation of the committee is that the proposed revision be read section by section¹ for the purpose of discussion. If there are no objections, I will ask Mr. Roden to read, since the secretary is suffering from a severe cold. Some of the sections will not cause any comment whatever, probably. In order to expedite matters as much as we can, we will not read the sections of the old constitution unless they are called for. We will pass to Section 2 of the revised constitution, Membership, which Mr. Roden will read.

¹As the proposed revision of the Constitution was printed in the Bulletin for November, 1919, the sections as read are not reprinted here.

(Mr. Roden then read Section 2.)

The PRESIDENT: Is this section self-explanatory? Is there any difference of opinion regarding it?

Dr. ANDREWS: I am strongly against the adoption of this change. There is no intimation that even good moral character or knowledge of the English language, or any age, years or months are necessary for membership in the Association which the enlarged program proposes to certify to the library forces of the United States. I do not think that is a proper provision at all. If we are to have any control over the personnel of our work, we certainly ought to control the admission of people who are to be on the Executive Board, which will elect the Council, which discusses policies. I think the provision of the old constitution is vastly better. I do not care to be a member of any association which does not have such a provision.

(Mr. Roden, on request, read the corresponding section of the old constitution.)

The PRESIDENT: You have heard the two sections read. Is there any further discussion on the proposal of the committee or Dr. Andrews' recommendation?

Mr. WINDSOR: I sympathize strongly with Dr. Andrews' views. I like to look upon this Association as a national, professional association, but I would like to have the members of the organization at least interested in libraries. That is stating it mildly—a mild requirement. I greatly prefer the wording of the old section. Let the world know that we are an association of people or institutions who are at least interested and engaged in library work. I see nothing to gain and very much to lose by throwing down the bars and having no requirement for membership except the payment of dues.

Mr. RANCK: That matter of the provision of voting is also, I think, worthy of consideration, and I think the old constitution is better than the new. I don't know that that will ever come up in this organization, but I recall an association where there was a matter involving a good deal of money and policy and where a ma-

jority were voted in, and at a particular meeting their dues were paid by other people interested and the control of the organization was taken out of the hands of those directly interested in the work of the organization. That would be possible under this new arrangement.

Mr. BISHOP: I would like to have an explanation of the phrase, "engaged in library work." I am not very strong for this change. It does not seem to be a vital matter at all. The committee took it over from the draft of the Committee on Enlarged Program, but in endeavoring to frame a definition of what library work is, would you exclude trustees under the old constitution?

Dr. ANDREWS: I think not.

Mr. BISHOP: But we would have to vote them in.

Dr. ANDREWS: No; I don't think we would. They are engaged in library work.

Mr. BISHOP: Emphatically, yes; at the same time it is almost as broad to say, "persons having an interest in library work." I can't conceive of people not interested in library work joining this organization.

The PRESIDENT: Is there further discussion of this point? If not, may we pass to the next section?

Mr. WINDSOR: Any taxpayer who supports a library has all rights under any definition we might make.

Mr. BOWKER: Can we get sense of the committee in some definite way, by asking for approval of the section?

The PRESIDENT: Mr. Bowker asks whether we can get the approval of the section.

(The chairman then put the question before the meeting by means of a yea and nay vote.)

The PRESIDENT: The chair believes approval is not carried.

Mr. BOWKER: Does that lack of approval leave the old constitution as it is?

The PRESIDENT: The chair believes that the old constitution remains in effect until a new constitution is adopted.

Mr. RANCK: This is what might be

termed the committee of the whole. The method of procedure might be to refer this whole matter back to the committee, to incorporate in a new draft what seems to be the sense of the Association.

MR. RODEN: Mr. Ranck has indicated, I think, the only parliamentary method by which this can be informally discussed without taking binding action. I move that the meeting resolve itself into a committee of the whole, under the chairmanship of the president.

(The motion was seconded and carried, and thereupon the meeting was resolved into a committee of the whole.)

THE PRESIDENT: Will the treasurer read Section 3, Honorary members?

(Mr. Roden thereupon read Section 3 of the new draft and then Section 3 of the old constitution.)

MR. WINDSOR: I have a feeling that if any person of distinction were nominated for honorary membership in this Association at a general session, it would be embarrassing for any member to vote against that. In order to protect our honorary members and have a consistent general policy followed during a term of years and to prevent our being carried away by enthusiasm at any one meeting, I prefer the old section; that is, that some small body of the Association should first pass on all nominations and then present recommendations for honorary membership to the Association. And I would prefer to have a board rather than the Council pass on the recommendations.

MR. BOWKER: Why not make it Executive Board or Council?

A MEMBER: What about the question of dues?

MR. BISHOP: I think honorary members in the past have not paid dues. In the practice of the Association there have been very few honorary members elected. I should imagine that this is not a thing which will come up for action by the Association with great frequency. The first that I can recall was the election of Bishop Vincent to honorary membership, following his ad-

dress at the conference of 1898 at Lakewood. The committee left this section in the form that it is, recalling one or two instances of that sort, where a distinguished speaker moved the Association to honor him more or less quickly after conferring upon the Association the favor of addressing it, he having impressed the Association so favorably that honorary membership was given him without the delay of nomination. Other honorary members, if I remember correctly, are President Eliot, of Harvard; Mr. Vanderlip, made an honorary member in recognition of his remarkable services to the Association during the financial campaigns; Mr. Carnegie and Mr. Harris, who is the sole surviving member of the 1853 convention.

A MEMBER: I am perfectly willing to see the old form go, but it did leave the Association free to take action if desired.

DR. ANDREWS: I think the danger is that we will become accustomed to making all of our speakers honorary members and the honor will cease to be what it is now.

THE PRESIDENT: If there are no further remarks we will take a vote on the approval of Section 3, Honorary members, as printed in the revised constitution.

(The vote as taken was opposed to the adoption of the revised Section 3.)

THE PRESIDENT: The next is Section 4, Contributing and sustaining members.

(Mr. Roden then read Section 4.)

THE PRESIDENT: Section 4 is before the meeting for discussion.

MR. RANCK: As I understand it, the only advantage of this is, the changing the dues now is in the by-laws, and dues can be changed very much easier than if they are in the constitution. It would be more difficult to change the matter of dues if the ruling is in the constitution.

MR. BISHOP: I suppose a contributing or sustaining member would have to be somebody engaged in regular library work. The feeling of the meeting being very apparent that there should be something more than the ability to pay dues, the provisions in-

corporated in Section 2 should be preferred.

Mr. BOWKER: Any person eligible to regular membership.

Mr. BISHOP: Yes, that would make it all right.

Dr. ANDREWS: I move the approval of the section, with the change suggested.

Mr. HICKS: It seems to me a contributing member stands on an entirely different footing from a regular member. In fact, the word "contributing" means that one of the member's chief qualifications is that he is able to contribute. We should not cut off men who have that quality and ability. There are many men who are interested in library work who would not be eligible to membership, but who might be prevailed upon to contribute to our work. Personally, I am in favor of the article as it reads in the draft.

Mr. WINDSOR: I also favor this draft, but I should like to favor it with the implied understanding that the provisions for general membership are also changed to be somewhat in accord with the present provision which, in our present constitution, reads that others, after election by the Executive Board, may be members. I think that the term "contributing or sustaining members" means not only the possession of financial ability to pay, but it implies a distinction, and the Association ought to provide a way for such membership. I should like to see the section remain, with the understanding that the provision in the old constitution, or something similar to it, is incorporated in the draft, providing that others than people regularly engaged in library work may become members of the Association on election by the Executive Board.

The PRESIDENT: The chairman believes the motion before the meeting is upon the approval of the section as printed, with the addition stated by Mr. Bishop. Any further remarks? If not, those in favor of approving will respond by saying "aye."

(A *viva voce* vote left doubt as to the result.)

Mr. BISHOP: The suggestion of Mr. Bowker was this: That we should use the phrase "eligible to regular membership" following the word "institution," making the section read, "Any person or institution eligible to regular membership may become a contributing or sustaining member on payment of the required annual sum."

Mr. BOWKER: How about the phrase "eligible or elected to membership"? Would that be satisfactory to Mr. Bishop?

Mr. BISHOP: I am perfectly willing to accept that as an amendment.

Mr. BOWKER: I presume all of this matter will go back to the Committee on Revision, to smooth out any verbiage after the committee of the whole has acted.

The PRESIDENT: That is the chair's judgment.

(Thereupon the chairman put the question on the motion to adopt Section 4 as amended, and Section 4 was adopted as amended.)

(Section 5 was thereupon read by Mr. Roden.)

Mr. BISHOP: Mr. Chairman, for the committee I move or suggest the insertion of a phrase in the last article, so that it shall read: "Any person eligible or elected to regular membership may become a life member or a life fellow by paying the required amount."

Mr. WINDSOR: In this instance I should like to get the sense of the meeting on the provision for life fellows. I have rather the feeling that it is cheapening the term to open our life fellowship to anybody who can pay the fee, with no other requirement. That term, "life fellow," has been in our old constitution. I do not know how many have chosen to pay the money and become life fellows, but if it can be done without embarrassing the present life fellows and I am not sure whether there are any—I should like to see that whole provision for life fellows stricken out. I think it is simply a cheapening of a very respectable term used by a good many societies for real distinction in a profession, contribu-

tion to literature or science, and it means making of it something that can be bought.

Dr. ANDREWS: May I suggest that we pass this question until we come to the later section on dues? I agree with Mr. Windsor, but the present life membership fee is altogether too small. The life members are simply avoiding their proper payments to the funds of the association. I speak as one, so that you may know what I am considering. I have considered making myself a life fellow for the purpose of returning to the society a sufficient amount to pay the expenses I am causing. I suggest that we pass this until we come to the question of dues.

Mr. WINDSOR: My question is not concerned with dues. It is simply in regard to having any life fellows at all. It is merely because I am strongly opposed to cheapening a highly respectable term among some societies by making any provision for life fellows, based on any membership fee, no matter what it is. I would be willing to postpone any consideration of this matter, provided the committee wants to consider something else not based on money return.

The PRESIDENT: Are there any life fellows in the Association at the present time?

The SECRETARY: There are two.

Mr. BOWKER: I would like to second Mr. Windsor's motion. I think Mr. Windsor is entirely right. If Mr. Windsor did not make the motion, I will make the motion.

Mr. WINDSOR: I second the motion.

Mr. BISHOP: This provision for life fellows was taken over directly from the old constitution. My opinion is that we should not take any action that would cut off life fellows. If we take any such action we ought to refund the money to those two who have contributed seventy-five dollars.

Mr. WINDSOR: I don't see any parliamentary way of putting this in. I stated in the beginning that I did not want to consider this if it would embarrass the present life fellows, but I do not think we ought to leave the way open to continue

it. I would be willing to leave the wording and action to the committee, with the understanding that we might find some way.

Miss WEST: It is generally understood that no such provision as this is retroactive. I think it is understood that any such legislation is not retroactive.

Mr. BOWKER: We might have an expression as to how many favor life fellows.

The PRESIDENT: Request has been made that all those who favor life fellows respond by raising their hands.

A MEMBER: On a money basis?

The PRESIDENT: On a money basis.

Dr. ANDREWS: If they want the money, why not use the present term or some similar term?

The PRESIDENT: Is the meeting ready to express approval or disapproval of the section?

Mr. RANCK: I think this matter, whether the Association will have life fellows on a money basis or any other basis should be considered right now.

The PRESIDENT: Would you ask for a vote on that?

Mr. RANCK: Yes, on a basis other than a money basis.

The PRESIDENT: Can we have a concerted approval or disapproval of the section?

(A vote was then taken by yeas and nays.)

The PRESIDENT: The ayes have it.

Mr. DANA: I am sure somebody has forgotten a very important point. We would not any more think of having a life member unless he were otherwise eligible than we would have any other kind of a member not eligible. If we are going to pass on the qualifications of members of the American Library Association as life members, surely this should be referred to the Executive Board.

The PRESIDENT: The chair understood from Mr. Bishop that that was understood in the beginning of this discussion.

Mr. BISHOP: May I state for the benefit of the group here what I understand the question to be? The question is this: Does

the Association, by voting or taking an expression of opinion upon this section, approve having life members? They have instructed the committee to bring in something about life fellows that are not on a money basis. That will require a separate report. The only thing upon which approval or disapproval is asked is the question of the phrasing about life membership.

Mr. RICE: Wouldn't this be simplified a great deal if we voted upon the qualifications in each case?

The PRESIDENT: It would be highly desirable, if anyone has a definite contribution to make, that the recommendation be placed in some definite form so that we can act on it. It has been moved and seconded that the words "life fellow," be stricken from Section 5. It has been suggested that that has already been voted on.

Mr. RICE: I think we ought to vote on Mr. Bishop's suggestion or his amendment, first.

The PRESIDENT: Those in favor of striking out the words "life fellow," from the recommendation will respond by voting "aye."

(The amendment was carried.) •

The PRESIDENT: Those in favor of approving the section as printed, with the amendment just passed—

Mr. FROTHINGHAM: I want to move as an amendment to the section, that after the words "any person," there be inserted, "eligible to membership." If there is a limitation on membership, of course the limitation must be placed also in life membership.

Mr. BISHOP: I understood that our previous expression of opinion was to apply to both Sections 4 and 5. That is why I did not bring the matter up further. I think that is unquestionably the sense of the meeting and I do not believe it is necessary to vote again upon it.

Mr. FROTHINGHAM: The sense of my motion was, I was not in favor of amending the original section. I was in favor

of the section as submitted by the committee. I presume any vote now taken is merely provisional and subject to further action when the constitution comes up for final amendment.

Miss WOOD: Isn't the amendment unnecessary because the by-laws provide that upon payment of a certain amount any individual member may become a life member?

A vote was then taken on the adoption of Section 5, as amended, and Section 5 was adopted.

Mr. RICE: I would like to move at this time that the Association consider a section providing for life members or life fellows. I should like to see that term adopted—Fellows of the American Library Association. There are members I would like to vote for now to have that honor.

The PRESIDENT: The committee will note the suggestion.

Mr. DANA: I would like to ask the Association a question or two; first, as to the headquarters. Mr. Utley is perhaps better informed than anybody else. I would like to ask whether it has been the custom at headquarters to inquire, when a person pays his or her two dollars, whether or not he or she is engaged in library work, before granting membership.

The SECRETARY: That is occasionally done, but I will admit the constitutional provision is not strictly adhered to. •

Mr. DANA: Do you think one out of one hundred persons, in the last five years, has been inquired about as to whether he was eligible to membership?

The SECRETARY: I do not. We have been glad to get members.

Mr. DANA: I have been a member of the Association for several years and it has been my pleasure or function to make criticism of the management of the Association. So long as I remain on the Executive Board it will be my function to live up to the rules. You have just expressed your approval of the statement that a person or institution that is not engaged in library work must be elected to

this Association by the Executive Board. I would like to ask Mr. Utley if the Executive Board has ever elected anybody because of having discovered, first, that he was not engaged in library work.

The SECRETARY: Yes, that has been done on several occasions. The secretary has brought to the attention of the Executive Board that certain persons have applied for membership and they have been elected by the Executive Board, but the secretary has not enforced the rule strictly because of the desire to get members; the Executive Board also being anxious to increase the membership.

Mr. DANA: I would like to ask the secretary whether the Executive Board has impressed upon him the necessity of exercising great caution and scrutiny of persons desiring to become members? Has he been instructed as to whether or not he should refuse their two dollars when they are not actively engaged in library work?

The SECRETARY: I do not recall that the Executive Board has ever given any instructions of that sort to the secretary.

Mr. DANA: I want now to call your attention to the fact that you have expressed yourselves once more as in favor of a regulation which has never been lived up to, which, if it were lived up to, would lead you into immense trouble, applied to ordinary members would cause you difficulty, and applied to life members and contributing members of various kinds, would make life impossible to persons managing the institution. Suppose Mr. Spondulix, who is president of the Blue Sky Company, would be glad to become a member by paying \$1,000 to become a member; you would say to him, "Mr. Spondulix, we would be glad to have you become a member, but before making you a member, Mr. Spondulix, you must be viséed by the Executive Board."

Mr. WALTER: That is exactly what is being done by many associations which have more members than the American Library Association.

Mr. RANCK: Doesn't a person's application for membership show whether he or she is connected with a library?

The SECRETARY: Yes, usually the secretary has no difficulty in ascertaining whether an applicant is engaged in library work.

The PRESIDENT: We will pass to the next section, if there is no further discussion.

(Mr. Roden thereupon read Section 6.)

The PRESIDENT: The great speed at which we have gone has brought us to the annual meeting.

The treasurer will read the next section.

(Mr. Roden then read Section 7.)

The PRESIDENT: Is any feature of the proposed section unsatisfactory to you?

Mr. RICE: I think forty members are entirely too few to be empowered to call a special meeting of this Association.

The PRESIDENT: Twenty members are provided for in the existing constitution.

Mr. FROTHINGHAM: I suggest striking out the word "forty" and substituting *fifty*. (Motion seconded.)

Mr. RICE: I am in favor of one hundred. (Seconded.)

The chairman thereupon put to vote Mr. Rice's suggestion in the form of an amendment, and it was lost.

The PRESIDENT: We will now vote on Mr. Frothingham's proposed amendment, striking out the word "forty" and substituting the word "fifty."

(This amendment was then carried.)

The PRESIDENT: The next is Section 8, which the treasurer will kindly read.

(Mr. Roden then read Section 8.)

The PRESIDENT: This contains a change from the old constitution. Any remarks on the proposal submitted by the committee?

Mr. C. EDWARD GRAVES: Would it not expedite matters if we could have a statement from the committee?

Mr. BISHOP: As to the casting of the vote of institutional members, the secretary brought to the attention of the members of the Executive Board the case of a

dispute between two persons, neither of them head of a library or chief librarian and both claiming to represent the institution and to have the right to cast its vote at one of the meetings of the Association. It is on this account that the committee strove to make it perfectly clear who should cast the vote of an institutional member. The committee does not particularly care what is done with this section so long as the result is not open to question. Who shall cast a vote as an institutional member of course is for the Association to decide, but the committee wish to leave no ambiguity in the matter.

Mr. DUDGEON: There are ten or twenty institutions that I know of which have no chief librarians. So unless you have flexibility of interpretation there still exists uncertainty as to who shall cast the vote.

Mr. BISHOP: I confess it would be perfectly possible to file with the secretary credentials of individuals.

Mr. DUDGEON: It is in any case.

Mr. BISHOP: I think we have been making a campaign for institutional membership. We have been definitely asking institutions to join, and very few of them are of the sort described by Mr. Dudgeon. In the absence of the chief executive credentials may be filed. It may be possible to phrase this so as to leave no cases in doubt.

Miss TYLER: I would suggest that the word "executive" be substituted for the word "librarian"—the chief executive of the institution.

(Seconded.)

Dr. BOSTWICK: Who is the chief executive?

Mr. WINDSOR: With the permission of the maker of the motion now before the house, I should like to offer a motion which does not pertain to the particular questions raised. I rather have the feeling that this Association does not wish to have institutions vote. It happens in my official and personal capacity as a member of this Association and representing two institutions

that are members, technically speaking I am entitled to three votes here. In the case of my staff coming here, I have objection to anyone having more than one vote in an organization like this. I greatly prefer having the voting power of all institutional members abolished entirely and making the voting membership of the A. L. A. the individual persons who are members. A good many institutions become members in order to get the publications, but there is no necessity for their having a voting right. This proposal may work a hardship on some librarians who are not members, but whose libraries are members of the A. L. A. In some cases the chief executive officer or librarian is also a member, so that we would not be barring those individuals of the right to express themselves by voting. There is another factor which moves me to oppose this provision. The University of Illinois, as a member of this Association, ought not to have, legally, any voice in determining the affairs of the Association. If it exercises the voting right it assumes, impliedly, certain legal obligations, and if the question were ever put in a case against state institutions, that objection would be upheld—that we assume obligations when we accept the voting privilege in an organization. For these two reasons, one purely professional and the other rather technical, I should like to move that the voting power provided in this section for institutional members, be entirely done away with.

The PRESIDENT: The motion before the house is the motion of Miss Tyler, that we strike out "librarian" and insert "executive."

(A vote was taken on Miss Tyler's amendment, which was lost.)

Mr. FROTHINGHAM: I move that the second sentence be stricken from the section. If an institutional member is not enough interested in the vote to give credentials, I do not think such a member ought to have that privilege of voting.

Mr. WINDSOR: I am not sure what the effect of the pending motion would be. I

would like to ask the gentleman if he would word his motion so as to mean that the voting power of institutional members be entirely done away with, or whether he wishes this?

The PRESIDENT: Will Mr. Frothingham answer?

Mr. FROTHINGHAM: I will withdraw my motion temporarily so as to make way for such a motion as that, because if the Association does not want institutional members to vote, of course they should not vote.

A MEMBER: I would like to ask how many instances there are where the librarian comes to a meeting, himself or herself, not a member of the Association, but whose membership stands entirely in the name of the institution?

The SECRETARY: There are a number of instances where the librarian personally is not a member of this Association. A certain proportion of librarians come to meetings of the Association. As you know, there are very few close votes at the meetings of the Association. There are very few instances in which the vote has to be carefully scrutinized. This has not had a chance to get a fair test.

Mr. BISHOP: If we cut out institutional members at all, certain questions will arise; in the case of some institutions, about getting the publications. I scanned the list very carefully when we were preparing this section of the constitution and I was amazed to find out how many libraries are members of this Association and their librarians are not members. Of course many of them are not down as members because of recent changes, but there is a decided number of institutions which are members of this Association, whose librarians are not members. If it is desirable to cut off institutions, well and good, but we have had a good deal of trouble raising money enough to float the ordinary business affairs of this Association. We make a good deal higher charge to institutions than we do to individuals.

Dr. BOSTWICK: I am a member of scores

of institutions simply to permit my library to get the publications. The library pays my dues and it gets the publications. I think we might very properly cut off the institutions altogether and have the library pay the librarian's dues.

Mr. FROTHINGHAM: Where the librarian is a member and the institution also is a member, two votes might be cast.

The PRESIDENT: The withdrawal of Mr. Frothingham's amendment seems to leave the section as it was originally.

Mr. WINDSOR: I would like to have the question I raised voted on, namely: the question as to whether we had not better take away the voting power of institutional members. That does not abolish institutional members, but takes away their voting powers. As Mr. Bishop says, there are very few institutions that exercise their voting privilege. We are rightly taking away a rather empty power, but in the time of a close vote in the Council or in this meeting, a good many of us would cast two votes, which I think is unfair.

The PRESIDENT: Does the chairman understand Mr. Windsor to mean that Section 8 be stricken?

Mr. WINDSOR: That the voting power of institutions be abolished, and leave the wording to the committee to work out.

Mr. BOWKER: As an institution is a member, it has a right to vote. If we don't want the institutions to vote, we must use the words "without vote" somewhere in the constitution.

Dr. ANDREWS: I am so utterly opposed to this motion that I do not know how to express myself with sufficient restraint. The idea that institutions should be asked to pay \$5.00 per year (when we individuals pay only \$2.00) and still have no vote, seems to me contrary to all principles of our responsibility to our institutions. I frankly say I would suggest to my board that we withdraw from membership if we do not have a vote. If we cannot express our opinion by a vote in the meetings of the Association, I do not think the John Crerar Library would care to have a mem-

bership in this Association. If you don't want to do that, I suggest you change your name to American Librarians Association.

The PRESIDENT: The motion is that the committee word a provision so as to prevent voting by institutional members.

Mr. PORTER: I do not think that could be done under the law. Did the committee consider the law of Massachusetts? I understand this Association is incorporated under the law of Massachusetts. If the law of Massachusetts provides for membership in such organizations and that the members shall have voting power, you cannot change the law.

Mr. BISHOP: The committee did not take the advice of counsel in this matter. The committee did try to make clear the provision of the present constitution which seemed to us ambiguous. We did not consider for a moment the question whether there should be or should not be institutional members. We assumed there were institutional members and that there would continue to be institutional members. We tried to make explicit the designation of the person who casts the vote of such members.

Mr. SCHENCK: This question that has been raised came to my mind some days ago. A copy of the charter is printed in the handbook. I will read one extract. (Reads from charter.) This charter was granted to the American Library Association in 1879, and the laws of Massachusetts in regard to corporations have changed since that time. I know that one of the requirements of the law was to maintain an office in Massachusetts. I asked Professor Beale and Professor Scott, of Harvard Law School, if it was wise for the American Library Association to secure legal advice in regard to the enlarged program, and they said it would be advisable to ask legal advice.

The PRESIDENT: It has been moved and seconded that the wording of this section be changed so as to provide that institutional members shall not be entitled to vote. That is the amendment.

(A vote was thereupon taken on the amendment, which was lost.)

Mr. RICE: I move that we insert the provision that no member shall have more than one vote.

Mr. DUDGEON: That would not prevent a member carrying the vote of his institution as well as his own vote.

Mr. RANCK: I think that brings up the question of voting by proxy, and that is the customary thing in many corporations. That question should be raised, whether the librarian or somebody attending a meeting to represent an institution is a proxy for the institution.

Mr. FROTHINGHAM: I want to point out the provision in the constitution that no one member shall have any more than one vote.

The PRESIDENT: That is as the chair understands it.

Mr. FROTHINGHAM: I move that the second sentence of Section 8 be stricken from the section.

(Motion seconded and carried.)

(A vote was then taken on the approval of Section 8 as amended, and the same was approved.)

The PRESIDENT: The next is Section 9, which the treasurer will read.

(Mr. Roden then read Section 9.)

Mr. RODEN: Mr. President, I see no provision for a quorum of the Council.

The PRESIDENT: Mr. Roden has raised the question of the lack of a provision for a quorum of the Council.

Mr. BISHOP: It should come under "Council," if at all.

The PRESIDENT: Without objections, the section stands approved as read.

Dr. ANDREWS: Why should not the Executive Board and Council be mentioned in Section 9?

Mr. BISHOP: Reference is made in Section 13 about an Executive Board, and Section 9 referred, as the committee understood it, to meetings of the Association and not to meetings of any parts of the Association. This refers to annual meetings.

Mr. DANIELS: I move that the committee adjourn until 2 o'clock.

(The motion was seconded and on vote being taken, was lost.)

The PRESIDENT: No definite action has been proposed by any member—

Miss RATHBONE: Is it proper to propose that the words "at a special or general meeting of the Association," be added?

Mr. BISHOP: I do not think that is necessary. I do not know why anyone should question it.

Mr. DANIELS: Mr. Chairman, I have no intention of breaking up the meeting. My motion to adjourn was not only to further good will, but with a view to the possibility of conferences, which would require more than the time before us.

The PRESIDENT: We have Section 9 before us with no definite proposal.

Miss WALES: If Section 9 is intended to refer to regular meetings, why not say so?

Miss RATHBONE: I move the addition of the words "of the Association."

(The motion was seconded by Dr. Andrews.)

Mr. FROTHINGHAM: This whole thing refers to the Association. If we insert those words here we might as well insert them in all other places.

(A vote was taken on the amendment, which was lost.)

A vote was then taken and Section 9, as printed in the revised constitution, was then approved.)

The PRESIDENT: The next is Section 10 (under "Management"), Executive Board. (Mr. Roden read Section 10.)

Mr. BISHOP: Would it not be well to read all other sections under the heading "Management?"

The PRESIDENT: Without objection that will be done.

(Mr. Roden thereupon read the remainder of the sections under the heading "Management.")

The PRESIDENT: You have heard the reading of the entire sections under "Management." What is your pleasure?

Mr. FROTHINGHAM: I want to make a motion in reference to Section 10, the latter half of the section providing for division by lot and election each year, which of course is entirely correct as to form, but it seems to me it is longer than necessary to accomplish the purpose. It gives a good deal of detail relating to the initiation of this larger board. I would suggest, instead of saying "as hereinafter specified," we should say, "divided by lot in four equal classes, to serve by lot for four years." Of course, at the next election, it would become perfectly obvious whose places become vacant. I move, after the words "president, vice-president and treasurer," in the middle of the section, the remainder of the section read as follows: "Shall be divided by lot into four different classes, and shall thereafter be elected two in each year, to serve for four years."

Mr. RANCK: Would not that throw those members of the present board, elected at the present time, into those divided by lot? This might shorten their terms.

Mr. BOWKER: It seems to me that is a matter we could discuss a good while verbally. I rise as an associate of Dr. Bostwick and Dr. Andrews, as one of the grandfathers of the present constitution, to say that I very heartily concur in this very radical change in the management and methods of the Association. The past president, Mr. Bishop, I feel met with the general approval of the Association in proposing somewhat radical changes, which were, I think, radical enough even to suit Mr. Dana. I should like to speak for one of the older men, one of the conservatives, in saying that it does seem to me that the time has come when this radical change should be made. It seems to me the committee has made the change in a wise way, and the details, I think, can be left to the committee. I take pleasure in expressing my approval of the proposed change.

Mr. FROTHINGHAM: I still think that the provision can be expressed in briefer language. If that can be informally re-

ferred to the committee I will withdraw the motion. .

Mr. BISHOP: The committee wrestled with that. We would be very glad to have a briefer statement. Perhaps without the legal acumen to do it in a few words, we were unable to shorten it. The committee did not want to shorten the terms of the members elected previously, and that accounts for this.

Miss TYLER: Did the committee think of including the retiring ex-president in the Executive Board? It seems to me there is much value in having the experience of the retiring president on the Executive Board.

Mr. BISHOP: The matter was mentioned, but was not pressed. I do not think it is particularly proper for me to express an opinion upon the subject, but the matter was mentioned in earlier correspondence and we felt it wise to keep the present provision. I do not think the committee threshed the matter out.

Miss TYLER: I would move that the committee consider the advisability of including the retiring president of the Association as a member of the Executive Board.

(The motion was seconded and carried.)

Miss CURTISS: Would that provision make an additional member of the Executive Board as far as numbers are concerned?

Miss TYLER: It does not seem to me that that is a serious matter, but there is still the question of including the treasurer as a member of the Executive Board. I have heard the question raised, if the treasurer is to be included on the Executive Board, why should not the secretary be included?

Mr. MALCOLM G. WYER: I would suggest that the section might be amended by making it consist of the first vice-president, the second vice-president, etc.

Miss AHERN: We understood that Miss Tyler did not intend that definite instructions be given to the committee, but that the committee consider adding the retiring president to the Executive Board; that it

is of value to have the retiring president continue as a member of the board, even though members on the board must be somewhat limited.

The PRESIDENT: There is a motion before the meeting that provision be made for first vice-president and second vice-president.

Miss AHERN: Why at this particular place was there inserted "including the publishing activities," when there are so many other things that might be included under management? Why single this out at this particular point? Is there any reason for it?

Mr. FROTHINGHAM: I move that it be stricken out.

The PRESIDENT: It has been moved that "including its publishing activities," be stricken out.

Miss TYLER: I wonder again what the reason for it is.

Dr. ANDREWS: My object, in seconding it, was simply to perfect the paragraph. I agree with Miss Ahern that it is not advisable to specify any one particular thing. I agree that it is wise to place the publishing activities under the direction of the Executive Board.

Mr. JOHNSON BRIGHAM: I think we ought to have the reasons for this.

Mr. BISHOP: The fact that I am serving as a mouthpiece does not preclude me from saying that the members of the committee had differences of opinion, and we gave and took on the matter. There is no reason for putting that in there, which stands against the objection urged. The committee made no provision in this draft for a continuation of the Publishing Board that now exists. It charged the Executive Board specifically with the duties now cared for by the Publishing Board. That is the only reason why that phrase was inserted. Perhaps any unnecessary phraseology should be eliminated.

Mr. BRIGHAM: In what condition does it leave the publishing activities of the A. L. A. if we vote this out?

The PRESIDENT: If you address the

chair, just as it is now, in the hands of the Publishing Board, under our existing constitution.

Mr. DUDGEON: As a member of the Publishing Board, I want to ask whether the word "activity" is used with any degree of offence?

Miss AHERN: It seems to me there is so much involved in this paragraph—the question of the makeup of the board, the organization of it—that it is not the time to pick out one thing on which to center the activities and the interest of the Executive Board, which runs this body. We have come here to consider the best things for the Association. I am firmly of the opinion that there must be something done for the Publishing Board or it will die of inanition, but I believe there are other things that are just as vital for the Association to give attention to, and that somewhere in the constitution provision ought to be made, either by giving authority to the Executive Board or otherwise, to perform these things. What I hope will not be done is to bring emphasis at this point upon one particular thing, which is given into the hands of the Executive Board. There are many things that I would like to see the Executive Board take more interest in than heretofore. Why single out this one thing for mention?

The PRESIDENT: Is there any further discussion on the proposed amendment?

(There being no further discussion on the amendment to strike out the reference to publishing activities, the amendment was carried.)

Mr. FROTHINGHAM: I believe we voted to recommend for consideration the making of the retiring president ex officio a member of the Executive Board. That would make him a member other than the executive officers. That would result in four years in the Executive Board, having out of its full membership of eleven, five presidents in its membership. The presidents are only elected for one-year terms and on retiring would automatically become members of the Executive Board and

there would be only one member of the Executive Board to be elected each year.

The PRESIDENT: It was the chair's opinion that Miss Tyler intended only the one year following the retirement of the president.

Miss TYLER: I never dreamed that it would be necessary to explain that the term would be not more than one year on the Executive Board. My construction of "retiring" would certainly be "for one year."

Mr. RODEN: May I say a word about the status of the treasurer in this new constitution? I have been treasurer of the Association since the headquarters were installed in Chicago. I am convinced that the only reason I was made treasurer was because I was convenient to the secretary's office, being in the same building. That appears to be about the only qualification which any treasurer of such an organization as this, which controls or handles any considerable sum of money, can ever have—merely convenience to the secretary when the treasurer's signature is needed in any transaction. You cannot dignify that office by making him a half-way member of the Executive Board not chosen by the organization, but put there by provision in the constitution; not elected, but chosen by his future colleagues of the Executive Board. That is an anomalous situation and I doubt whether it is legal or parliamentary. I do not know whether my continuance in this office for a whole decade has had anything to do with it in an attempt to make the office more attractive, but that it cannot be. It is the function of the treasurer of the organization, if he is not vested with the control of the money, as he should be, simply to sign his name to a check when necessary. Having him sit around with the members of the Executive Board, in a complimentary way, does not accomplish anything.

Mr. BISHOP: Would Mr. Roden feel differently about it if the treasurer were elected by the Association?

Mr. RODEN: That would seem all right, Mr. Bishop—having a change every year.

The PRESIDENT: The question is on the approval of Section 10 as amended, striking out the words "including its publishing activities."

Mr. GRAVES: As amended, where does this leave the publishing activities?

Mr. BOWKER: May I raise this question? A straight vote on this proposed amendment, a vote "aye," means, does it not, that the Association approves this most important change of consolidating activities in the hands of the Executive Board? Whether the words "including its publishing activities" are excluded or not, the section has the same force. And as the constitution is proceeded with and it is found the Publishing Board is left out, if we adopt this general scheme, of course the publishing activities fall under the jurisdiction of the Executive Board. In other words, we are simply voting on the main question—shall the Association approve the concentration of management in the Executive Board? Is that not right?

The PRESIDENT: That is as the chair understands it.

Miss WALES: The point Mr. Roden made, it seems to me, should come up as a separate amendment, that something be done to change the status of the treasurer, either that that officer be appointed by the Executive Board, without a vote, or that the treasurer be elected.

The PRESIDENT: The matter of the selection of the treasurer will come up later.

Miss TYLER: I would like to have a little further definition of the sentence, "The affairs of the Association, including its publishing activities, shall be vested in the Executive Board." I presume that is a significant sentence, and I should like a little more enlightenment on it.

Mr. BISHOP: Section 6 of the old constitution reads, "The business of the Association"—and in this case, as I have said, the administration of the affairs of the association—"except as hereinafter specifically assigned to other bodies, shall be en-

trusted to the Executive Board." The new phraseology is, "The administration of the affairs of the Association, including its publishing activities, shall be vested in the Executive Board, which shall consist of the president, vice-president, treasurer and eight other members." This makes the Executive Board, between meetings of the Association, a board to do business. I can't see that there is any limitation in this constitution or otherwise upon the action of the Association at an annual meeting, except as to the policy of the Association as such. That is the only thing that is limited. I don't think any construction of the constitution could remove from the Association the entire conduct of its own affairs. If such construction could be placed on this language, that was not the intention of the committee.

Mr. WALTER: Then I move the including of the old provision in any suitable place in this new Section 10. There seems to be no doubt that that is the meaning, and in order to remove all doubt, I think that should be included.

(Mr. Roden again read Section 15.)

Mr. WALTER: That was the point I had in mind.

Mr. BOWKER: That Section 15 means session and not meeting, doesn't it?—several sessions, and the board must report between sessions.

Mr. BISHOP: Section 15 merely transfers to the Executive Board the functions formerly vested in the Council. That is all it does as far as I can see. If other constructions can be placed upon it I don't know what they can be.

Mr. WINDSOR: There is one thing, in addition to what Mr. Bishop has explained. I think Mr. Walter has struck a vital point in this new constitution. As I understand it, the power of considering first questions of policy of the Association is now taken out of the hands of the Council and put into the hands of the Executive Board. There is nothing in this constitution which would prevent the Executive Board passing upon and taking action upon matters

of Association policy between meetings. Frankly, I am opposed to that. I think the vesting of the administrative care of the affairs of the Association in a small Executive Board and centralizing that authority, is a wise move, but when a matter of Association policy comes up I do not think an administrative body should decide on a policy and then carry it out. I think some other body, either the Council or the general Association, should have the whole authority to pass on matters of Association policy.

Mr. BISHOP: Section 15 states definitely that the Executive Board must report to the Association on matters of policy.

Mr. RODEN: Mr. Bishop, is there ever a time when the board will be waiting until it gets authority from the Association to go ahead?

Mr. BISHOP: I should conceive there might be. This matter of policy is a question that we have interpreted differently at different times. The question of phraseology was used at the time the constitution was revised at the Bretton Woods meeting, a declaration of matters which commits the Association to a definite line of action. That can be handled by this body in any way it sees fit. Take up Section 15, reject or amend it as you see fit; but now we have before us the question whether we should vest the Executive Board with executive powers. What I do want to make a plea for is giving the Association's Executive Board authority to act when it needs to act. I think we can trust them—I am sure we can—and I think they should be specifically vested with that power between meetings of the Association.

Mr. RODEN: We all have in mind a recent startling enlargement of the activities of the Executive Board, by which the policy of the Association has been greatly extended, changed, almost reversed. Personally I have grave doubts whether the old constitution ever gave the A. L. A. Executive Board that much power between meetings; and it is a grave question whether we should not proceed more cau-

tiously before vesting a new board with the same degree of power which has been exercised by the old board, under questionable interpretation. Therefore I asked the question, whether there was anything providing that the Executive Board ascertain the wishes of the Association before exercising power between meetings—I mean the provision for the Executive Board in this draft.

Mr. BISHOP: This draft does not contain anything portentous or startling. It simply deals with questions of the proper conduct of business. This is my question, and I think we ought to consider all phases of this, but I do think that we ought to separate declarations of questions of policy—keep them separate from the matter of making the Executive Board responsible for the business of the Association when the Association is not in session. I have been speaking here a great deal longer than I had any expectation of doing. It is almost one o'clock. If we are going to meet again at half-past two, we ought to adjourn now, it seems to me, and take this matter up later.

Mr. BOWKER: It seems to me we are practically as one on the fundamental questions, and questions which seem subsidiary ought to be voted on separately. Therefore I move that as a committee of the whole we approve the concentration of management of the Association in the hands of a single Executive Board.

(Motion seconded.)

Mr. FROTHINGHAM: I am in favor of the motion, as such, but what I want to say is regarding the discussion which has immediately preceded, based, as I think, on a misunderstanding of the purport of this constitution. The Association, speaking broadly, has every power in its own hands at the Association's meetings, except in so far as it delegates it to some other body or person. There is in this constitution as drafted no delegation of power except the power of administration in this Section 10 about to be voted on. The power of administration, as has been pointed out, is

purely executive power, the power to carry out the policy of the Association. There is nothing in Section 10 or Section 15 which gives the Executive Board any power to determine the policy of the organization. The purport of Section 15, which I think is very wise, is simply to insure reasonable deliberation, a reasonable interval of time between a proposal of a new policy and action upon it. This is similar to the very frequent provision regarding change of policy as expressed in the by-laws of an organization. It is frequently provided that by-laws shall not be amended save by a vote at two successive meetings, and the purpose of that is to insure opportunity for deliberation, so that some new policy cannot be "sprung" at a meeting and be carried through before the members have had an opportunity to consider it. This simply provides that the members shall have an opportunity to consider any proposals and that between meetings the Executive Board may consider the proposals. The Executive Board has no power to pass on the proposals, but it simply gives the Executive Board opportunity to express its judgment.

MISS AHERN: With all due respect to the men who have spoken, I think there is too much involved in that first sentence, "The administration of the affairs of the Association," without a clearer and fuller exposition or an understanding of what is included in that statement.

MR. BOWKER: I withdraw the motion.

MISS AHERN: Suppose a question of policy arises in the last session of a conference—

MR. BOWKER: If I may, I move that the Committee of the Whole arise, because I want to move the adoption of a motion which, I think, will be unanimously adopted. I move that the Committee of the Whole arise and that the Association immediately go into a general session.

(Mr. Bowker's motion was seconded and carried.)

Thereupon the Committee of the Whole arose.

The Association then went into general session, President Hadley presiding.

MR. BOWKER: Mr. President and members of the Association: We have met in a city that is more dear to us because of the memory of an honored member of this Association, who was with us at every meeting heretofore held in Chicago; and I move that the presiding officer be directed to communicate with the widow of our deceased and beloved member, Henry E. Legler, to express our sympathy at this time at his passing, this being the occasion of our first meeting in this city since his death.

(Motion seconded and unanimously carried.¹)

Thereupon, on motion, the meeting stood adjourned until 2 p. m.

SECOND GENERAL SESSION

(Thursday Afternoon, January 1.)

President Hadley presided.

THE PRESIDENT: We have with us Doctor Stephen P. Duggan, director of the Institute of International Education, who will speak to us at this time. Dr. Duggan has recently been abroad and it is a privilege to have him address us.

DR. DUGGAN: Mr. Chairman, Ladies and Gentlemen: I suppose we are all agreed that at the beginning of the great war our people were provincially minded. Some of us have been very anxious that the new interest in international affairs created by the war should not die out. We have tried to form an institution which would keep alive that interest, and we have been able to secure the necessary support—the necessary endowment to do that.

There was founded in New York the Institute of International Education, which has for its general aim the development of international good will through educational agencies. As soon as I was ap-

¹(Mrs. Legler requests the secretary to convey to the Association the sincere appreciation of herself and her three sons of this expression of regard and sympathy.—Ed.)

pointed director of that institute I determined to build at first upon foundations which already existed. Among those were the exchange of professors and students.

As the result of a questionnaire and after a trip abroad, I found out that our own old exchange of professors was probably dead. The universities of Europe are under-manned and they are all poverty-stricken. Nevertheless, despite the fact that they cannot spare the men nor the money to send men over here, they are very anxious to have Americans go over there. In formulating a plan to have our professors go abroad, I suggested to my board that a professor on sabbatical year leave might be willing to teach during that time if this institution would pay the cost of transportation of the professor to and from wherever he would go to teach.

I am coming to the connection with the American Library Association.

While abroad I tried to get information on all aspects of education, and I found out that, with few exceptions, there are few places in Europe that compare in their library economy or in any way with the libraries of America. It seemed to me the A. L. A. might take advantage of this scheme of visiting professors and send librarians abroad who might do great work in advancing the cause of American scholarship and American efficiency through library economy and librarianship.

Another thing that the Institute wants to do in order to develop international good will, is not merely to send individuals abroad, but to send commissions abroad and invite commissions here, not merely commissions of educators, but commissions of journalists, labor men, librarians and industrialists. I do think, if this great Association were, for example, to make an application to be assisted in sending a commission abroad, or in inviting a commission from the other side to come here, it would receive a favorable response.

That is one of the ways in which, it seems to me, the Institute of International

Education can coöperate with the American Library Association.

For a time I served on the House Commission of Inquiry. One of the first things we discovered was the lack of resources in our country to carry out our researches. There were books, reports and abstracts that we could not get in our own country. I discussed with Mr. Hicks, at the Columbia Library, what this Institute might do in order to help this condition, and he said there were possibilities of coöperation in this way: that if you would prepare lists I might print and distribute them at the cost of the Institute, and I should be very glad to do that. When the college librarians of the eastern states met, they asked me to meet with them, and as the result of our discussion, a committee was appointed, of which Mr. Hicks, Dr. Richardson and others are members, and they are drawing up some plan of coöperation. It was my feeling that if the Institute were going to coöperate with librarians, it ought to do so not with one body, such as the college librarians, but it ought to give its resources to all the librarians formed in such a great organization as the American Library Association.

That, generally, is the idea that I wanted to express here this afternoon. There are ways, of course, other than those I have mentioned, in which this Institute might serve the cause of international good will through the libraries. It would astonish you, I think, to know the way in which all the peoples of the other side are looking to the United States for help. They are not doing it in a selfish spirit, but they are doing it because they believe that in certain things, particularly the things that you represent, we have developed much faster, much farther than they have and they are anxious to learn; and I think anything that you can do or anything that I can do in order to facilitate that object, will be very much worth while.

Mr. BOWKER: Mr. President, I propose to move that the matter which Professor Duggan has so kindly brought before us

be referred to the Executive Board, or to the Council (according to whether it be the old or the new constitution under which we shall work); and I take this opportunity to do that which you asked me to do, to speak on another matter of international concern.

Of course we shall have a report as to a very definite scheme, worked out for the definite continuance of the American library in Paris, under the auspices of this Association and the local committee that has been formed; but the American Economic Association has had brought before it a very interesting statement as to another international organization, the Union Académique. That is a proposal from Paris for a union of learned societies into an international body. (Whether the American Library Association is a learned society I would not conjecture, but let others decide it.) However, it seems to me proper that such matters as have been presented by Professor Duggan should be brought before that body. What has been done has been to form in this country a group council comprising several societies, economic, sociological and others, and that council considers new lines of usefulness to be opened before such a body.

I therefore move that such questions as those brought up by Professor Duggan be referred to the international body.

The PRESIDENT: If there is no objection, the suggestions made by Mr. Bowker will be referred to the Council of the American Library Association.

At this morning's meeting of the Association, the chair stated it was suggested, in view of the great importance and interest shown in the report of the Committee on Enlarged Program, that that matter would be taken up this afternoon. However, this lies in the hands of the Association. Does the Association wish to take up at this time the report of the Committee on Enlarged Program, or does it wish to continue the discussion started this morning on the proposed new constitution?

MISS AHERN: It seems to me there is

so much in the proposed enlarged program that depends on the new constitution and the interpretation of its various parts, that it would be the part of wisdom to finish the discussion on the constitution so that we may have the point of view of the committee which prepared it as to what we are entering into in the enlarged program. Therefore I move that we continue the discussion of the proposed revised constitution.

(Motion seconded and carried by a rising vote of 43 to 29.)

Dr. BOSTWICK: I move that the consideration of Section 10, Executive Board, further be postponed until after the consideration of the sections from 11 to 16, 10 being in a fashion something like an enacting clause for all the rest. In other words I do not think we can vote intelligently on Section 10 until we have considered the other sections.

(Dr. Bostwick's motion was thereupon seconded and carried.)

The PRESIDENT: That means, Dr. Bostwick, that we take up Section 17?

Dr. BOSTWICK: No, take up Sections 11 to 16 before taking up Section 10. They are all under the head of "Management" and refer to the Executive Board.

Mr. JOSEPHSON: Isn't it proper to resolve ourselves into a committee of the whole, as before, to continue the discussion of this subject?

The PRESIDENT: Yes, it is.

Mr. JOSEPHSON: I so move.

(Motion seconded and carried; and thereupon the meeting was resolved into a committee of the whole. President Hadley continuing in the chair. Mr. Roden then read Section 11 of the new draft of the constitution.)

The PRESIDENT: Is there anything in Section 11 that calls for discussion or remarks?

(Motion was made that Section 11 be approved.)

MISS WALES: Should there not be added the words "between annual meetings?" I

would like to make that as an amendment for consideration.

(Motion seconded.)

The PRESIDENT: It has been moved and seconded that Section 11 be amended by adding the words "between annual meetings," following the word "office" in the second line.

Mr. FROTHINGHAM: I think that goes without saying, Mr. Chairman. The vacancy must continue until the next election.

(A vote was then taken on the motion and it was lost.)

The PRESIDENT: Is there a motion to approve Section 11 as it stands?

(A motion was made and seconded that Section 11 be approved as written.)

Mr. WINDSOR: I have no feeling on the question, but I think it might be well to consider one possibility. Shall we give the Executive Board the power to fill these vacancies for the full unexpired term of any elected member of the Board, or shall we give them authority to fill the vacancy until the next annual meeting and then let the Association fill the office until the end of the term?

Mr. WALTER M. SMITH: I would move to embody the substance of Mr. Windsor's motion, that the vacancy to be filled shall be filled until the next annual meeting. I think it is customary in boards of directors to fill the vacancy.

Mr. BISHOP: Might we have the matter more definitely stated? As I understand Mr. Windsor's proposal, the filling of vacancies on the Executive Board shall be only between such vacancy and the annual meeting of the Association.

Mr. WINDSOR: That is not my proposal. I expressed it, disavowing any feeling. I expressed that as the only question at issue.

Mr. SMITH: My motion, of course, would cover the members of the Executive Board who are elected for a number of years. I think until the Association can act to fill a vacancy, it can temporarily be filled by the Executive Board.

Mr. FROTHINGHAM: Was it the intention

of the committee, in alluding to vacancies in office to include the members of the Executive Board? The only other vacancy that can occur is the vice-president. As to all other offices proper, vacancies would naturally be filled by the Executive Board. The only office proper to which this can apply is the vice-presidency, as I understand it. The question was whether it was intended to apply also to members of the Executive Board.

Mr. BISHOP: It certainly was intended so to apply, and has been and is now the practice of the Association, that when vacancies arise on the Executive Board, by death, resignation or otherwise, they have been filled by the board, and unless I am incorrectly informed, up to the present time those vacancies have been filled for the full term of the officer who has left the board. I think when a man has gone off of the board and his successor has been elected by the board, he has served out the entire term. It might be advisable to make the filling of the vacancy only temporary.

Mr. SMITH: There is an article of the old constitution which applies, Section 4 of the by-laws. (Reads Section 4 of the by-laws.) I take it "pro tempore" would mean the substance of my suggestion—until the next annual meeting.

The PRESIDENT: State your amendment in its proper wording, please.

Mr. SMITH: The wording of the old constitution is, "in the case of a vacancy in any office, except that of president, the Executive Board may designate some person to discharge the duties of the same pro tempore." I presume this must cover positions of members of the Executive Board as well as other offices. It seems to me the substance of it is, that an elective office, in the case of a vacancy, should be filled by the Executive Board until the next annual election, when the members of the Association have a chance to fill the office.

Mr. FROTHINGHAM: I might add one word. I think that if this is intended to include among officers, so-called, the mem-

bers of the Executive Board, and if it is proposed the Executive Board shall be elected for a four-year term, it would not be desirable for the Executive Board—if a vacancy occurred in the first half a year of a member's term—to appoint a member for three and one-half years. It would be better to have the place filled by the members at the annual election.

The PRESIDENT: There is a motion before the meeting to amend Section 11.

(The amendment offered to Section 11, was then carried, and it was moved that Section 11 as amended be approved. The motion was seconded and carried.)

(Mr. Roden then read Section 12 of the new draft.

It was moved and seconded that Section 12 be approved as printed.

Motion carried and Section 12 was approved.)

(Mr. Roden then read Section 13.)

Dr. BOSTWICK: If the number of the Executive Board has been materially increased, should not this be changed? This is on the supposition that the Executive Board consists of eleven, but the proposition is to make it larger, twelve or thirteen. If it is to be thirteen, should not this be made seven?

Mr. RICE: I move that it be made a majority of the Executive Board.

Mr. BISHOP: If it is the sense of the meeting that the Executive Board be made larger, then this should be a majority of the Executive Board.

(It was moved and seconded that Section 13 be amended by the addition of the words "a majority of the Executive Board.")

Motion carried.

On motion, duly seconded, Section 13 was approved as amended.

Mr. Roden then read Section 14 of the new draft.)

The PRESIDENT: Section 14 is before the Association.

Dr. ANDREWS: I would like to bring this before the Association: For ten years I served the Association on the Finance Committee, which during that time acted

not merely as an auditing committee but as a check upon the estimates of the Executive Board; and more than once we exercised our power as a check. The present constitution proposes to do away with that check. It is not for me to say that it is wise or unwise to do so, but I would not like to have the Association vote approval of this section without their knowing what they are doing, that they are removing all outside criticism of the estimates of the Executive Board until such time as such criticism would be without effect.

Miss AHERN: Would it not be possible to bring into the Association or the Board, perhaps not quite the scope that the committee now has but some way to make it an Association endeavor to spend the money of the Association? In the affairs of the Association, would the work in the future be hindered or crippled by a board of people interested in spending wisely and well the moneys of the Association? Shall there be called a conference with the Executive Board, or shall we give the Executive Board power to close the purse strings of the Association?

Mr. WALTER: I don't know very much about very many business corporations, but I have yet to know of any whose budget is anything but a small amount which does not have a controller to check up the expenditures of money. Corporations must act quickly, and they find a controller is necessary or advisable. This Association might find it advantageous to have the Finance Committee or a controller to help check where the money should go.

Mr. SANBORN: I would like to ask a rather personal question. It seems to me this bears on the next thing to be considered. It says, "they shall adopt annual and supplementary budgets." I believe we are where we should have a supplementary budget presented to us at this meeting. The Executive Board might have power to adopt a ten million dollar budget, and having adopted Section 10, they would have the administration of the affairs of the

Association and could expend the money as they saw fit. It seems to me, if this constitution were in effect at the present, it would give the Executive Board the right to go ahead with the enlarged program without presenting it to the Association. I may be exaggerating, but I see a possibility there. I wonder what the supplementary budget means.

MR. BISHOP: This is a point which requires a bit of explanation. The present practice of the Association—and I would like to be corrected if I do not state it properly—is to have the Finance Committee prepare a budget. One member of the Finance Committee is a member of the Executive Board; the other two members are not. The Finance Committee reports to the Executive Board a tentative budget. The board, under our present constitution, has the power to alter items within that budget. It does not have the power to authorize expenditures in excess of the amount stated. If the income of the Association is increased in any way whatever, supplementary budgets have to be prepared by the Finance Committee, submitted to the Executive Board and adopted by the Board before any such moneys can be expended. Now, am I incorrect in that statement, Dr. Andrews?

DR. ANDREWS: No, but I would leave out the "must." Whenever the funds of the Association have proven larger than we anticipated, the Finance Committee has approved plans for their expenditure, and I suppose any finance committee appointed by the Association would naturally take the view that we should spend the money to the best advantage, but not to spend money until we had it.

MISS AHERN: Mr. Bishop, as you had to do with the making of this draft, may I refer to my question, what had you in mind that might be deflected from its proper channel?

MR. BISHOP: I do not think there was anything to the disadvantage of the Association. I do think there is possibly

considerable delay. I do not believe it is an advisable thing (but I may differ from many as to this) to have two bodies concerned in this matter. The question is to find out what the Association's income will be and to decide if the income is about what is proposed to be apportioned. There is considerable difficulty in the way of having the Association as such pass upon the budget of the Executive Board. That difficulty could perhaps be removed. The fiscal year of the Association is the calendar year and our annual meetings have been habitually in summer. We should have to revise the whole financial plan in order to let the Association as a whole pass upon the budget. That could be done. Frankly, this is not a criticism of the previous process, so much as it is an effort to center responsibility in the hands of one group and have them carry out the affairs of the Association under that responsibility.

MR. WINNOR: I simply desire centralized authority in the Executive Board. I think they should have the making up of the budget. I do have a feeling very strongly, however, that the Executive Board, which has charge of the expenditure of the money when the income is unknown, is likely to be rather optimistic regarding the amount of the income for any particular year; and the only safeguard that I have in mind is a safeguard which would hold the total of these annual budgets within a fairly conservative estimate of the expected income for the year. The total is the only thing involved. I think the Executive Board ought to make out the budget, if by that you mean dividing that total into the various items which make up the budget proper. I should like to see, however, some committee which will perform apparently the chief function, which this Finance Committee has performed, of preparing an estimate of the income for the year within which the Executive Board must confine its budget, and then let the Executive Board spend that money exactly as it sees fit, though not exceed it. If

later in the year there is an unexpected increase in income, let this committee authorize an additional or supplementary budget. That centralizes all of the necessary authority over the budget in the hands of the Executive Board. It safeguards the only thing that I am interested in—to hold the total amount of the budget within, presumably, a conservative estimate of the income of the year.

I am not sure whether that can be very easily worked out, but if Mr. Bishop or his committee could make some provision which will safeguard that one point, I am wondering if that would not satisfy the real thing the committee is after, namely, centralizing and facilitating the business after the estimated income has been decided upon. But I have grave doubts about the wisdom of putting both the estimate of the income and the carrying out of the program in the hands of the same body, because they are naturally optimistic and they have their plans so much at heart they naturally want all the money they can get. They are not best qualified to decide on the total expected income for the year.

I should like to move that the motion be amended to make some provision for an estimate of the expected income for the year, within which the Executive Board must confine its budget.

Mr. BISHOP: May I say one thing more? The Executive Board cannot spend more money than it has and it is merely a question of estimating. Who is going to estimate? Is anybody more in touch with the affairs of the Association—is there anybody more familiar with them and in touch with them than the secretary? He lays at the disposal of the Executive Board or this committee all the data on which he bases the expected income. It merely has to be approved by somebody. Is the Executive Board unwisely going to adopt a policy of extravagance? If it is it should not be charged with any conduct of this business whatever. It is not a question of saying "We will borrow \$10,000" or "We

agree that this is going to be a violently prosperous year" and go ahead. It is merely a question of how you will apportion the income. It does not make any difference whether it is an institution depending upon dividends, depending upon fees or something else. Let me take the analogy of the university, with which I am most familiar. In the making up of the budget and estimating income, it knows what it is going to get from the state by way of taxes, but it never knows how much it will receive from fees.

Mr. WALTER: Is there a finance committee of the board of regents of the university?

Mr. BISHOP: Of course there has to be a finance committee.

Miss AHERN: I would like to ask if the other duties of the Finance Committee, mentioned in the last of Section 12 of the present constitution, have been lodged anywhere else?

Mr. BISHOP: Yes, they have been lodged with an Auditing Committee provided for by the by-laws among the standing committees.

Mr. DUDGEON: As I understand, the Executive Board has absolute power over expenditures. I understand also the experience of the human race is that people who have absolute powers over expenditures sometimes do incur obligations beyond their resources. As I understand, most of the state universities are limited by a budget which the legislature has approved and which absolutely limits the total amount that can be spent in any general activity. It seems to me that we are getting into a position here that there is no analogy for. A body determines what it shall expend, what it shall be expended for and then expends it absolutely without any check or balance of any kind. If there is a balance of any kind, as is customary in public and private business, what is it? I haven't seen it. What is the system under which the body on expenditures expends and plans the work? Is it limited in any way?

Mr. BISHOP: There is no check in the constitution. There is a very definite check in the bank account.

Mr. WALTER: I suppose there never was an institution that was not limited in some way. They can incur obligations which they have not funds to meet. We are in the same position as any administrative board. An administrative board can't pay out money it does not have, but it can incur obligations to pay out money which it does not have. I think we ought to have some check on expenditures of moneys.

Mr. FROTHINGHAM: The organization of a business corporation is relatively simple. There are three kinds of bodies concerned; first, the stockholders, who have annual meetings and may have special meetings, and at the annual meetings they elect a board of directors. The directors, in turn, elect officers of the business corporation and then the organization is complete.

Mr. Frothingham then related in detail the plan and operation of an ordinary business corporation, after which he continued:

You have here your membership, represented in its annual or special meetings. You have your Executive Board, which corresponds to the board of directors, and you have your officers. If this Association were to be run along the lines of a business corporation, most of the questions which have been raised would answer themselves. The individuals present at this meeting could not run any executive proposition whatsoever. It has been suggested that controllers and an auditing committee do it. They do not. They simply see that the accounts go through the books and that the vouchers go where they properly should go.

So far as expenditures go, as will be developed later, I think the policy of this Association should be determined by the Association and not by the Executive Board. All the Executive Board should have to do in the interval between annual meetings of the Association is to carry out the policies. It expends the moneys in car-

rying out the policies. The questions raised are not free from difficulty.

I think the language of this particular section is possibly a little broad. It might perhaps be limited, and it might be well to consider whether the fiscal year should not be changed, so that it might begin after the regular meeting of the Association. I do not think the Executive Board should be hampered or limited in any way.

The PRESIDENT: Is it the sentiment that some authority outside of the Executive Board should estimate the expected income of the Association?

Dr. BOSTWICK: I would offer an amendment to the effect that the committee be requested to restore to the constitution, or to this Section 12, the substance of Section 12 of the present constitution, without using the exact wording, but use such wording in the present draft as may be deemed best.

Mr. WINDSOR: I will withdraw my amendment and accept Dr. Bostwick's substitute.

(Dr. Bostwick's amendment was seconded.)

Mr. WALTER M. SMITH: There is one point on which the committee should have the instructions of the Association. I agree that this Finance Committee should not prepare the budget. The wording of the old constitution, that this committee, of course, being a budget committee, prepare the budget, is unfortunate. It might be, of course, an estimating and auditing committee.

The PRESIDENT: Are you ready for the motion that in place of Section 14, the sense of Section 12 of the old constitution be applied in accordance with the finances of the Association?

Mr. BISHOP: Would this not, in effect, be restoring the Finance Committee, which is appointed by the president of the Association or by the Executive Board? I personally should feel that we were making a mistake if we did it. I do not want to make a personal appeal in this discussion. I am acting purely as an agent of the As-

sociation and I know that the others on the committee feel that they are your servants entirely, but this would set up a standing committee outside of the board and charge it with duties which, it seems to me, are purely executive in their nature.

Dr. BOSTWICK: I would like to ask Mr. Bishop if in the Auditing Committee there is not already set up such a function. I wish, in making my motion, to leave it perfectly free to do so.

Mr. BISHOP: The auditing functions are quite separate. One involves a check on what has been done, assuring the Association that the bills have been properly vouched for and that the expenses have been made in accordance with the budget. It does not seem to me that the two functions are tied together necessarily. I assume that we do need an auditing committee. The Finance Committee has been functioning as an auditing committee. I do not think the two things are necessarily tied together.

(A vote was then taken on Dr. Bostwick's motion to amend by inserting the substance of the old Section 12 in the new provision of the constitution, the chairman calling for a vote by the raising of hands. This vote resulted: In favor of the adoption of Dr. Bostwick's amendment, 75; opposed, 64.)

Miss DONNELLY: Mr. Chairman, I would like to raise the point as to institutional votes. Are we not losing them?

(The president then requested all those representing institutions to vote on the previous question of Dr. Bostwick's amendment to Section 12, the combined voting resulting as follows: 99 in favor of the amendment and 94 opposed.)

(The president then called for a vote on the matter of holding a meeting in the evening of the 1st of January for the purpose of considering the enlarged program, which vote was in the negative.)

Mr. DANA: Now, as I understand it, the Executive Board is obligated (under the old constitution) to appoint a Finance Committee, one of whose members would be

a member of the Executive Board, and the others from the outside. Is that the old custom?

Secretary UTLEY: One member of the Finance Committee, at least, must be a member of the Executive Board. The other two need not be.

Mr. DANA: And the Finance Committee, as we have had it, and it has been brought out before us, is to count the money that we have and tell the Executive Board how much it has to spend. That is its chief function. I have the same lack of confidence in the Finance Committee that the meeting seems to have in the Executive Board. So I wish to make a motion that the Committee on Revised Constitution be instructed to add to the content of Section 14 a statement to the effect that there shall be appointed an arithmetical board, consisting of two competent members, to count the money and make sure that the Finance Committee counts it right. (Laughter.)

(Motion seconded.)

The PRESIDENT: The chair believes that Section 14 was passed by the Association.

Mr. DANA: Whatever it was **passed**. To that section I now wish to have the Association add instructions to the Committee on Revised Constitution that it add a statement to the effect that the Association shall have an arithmetical committee of two, elected by the Association itself, which shall visé and approve the counting done by the Finance Committee.

(Motion seconded, and, on vote, lost.)

The PRESIDENT: The next question is Section 15, Policy.

(Mr. Roden thereupon read Section 15 of the new draft.)

Mr. JOSEPHSON: It seems to me that this is a matter tacked on to the tail end of the section on "management." I move that this be referred back, or be moved back of this Section 9, as a separate section.

Mr. WALTER SMITH: I do not really believe the geographical position in this constitution has much to do with the force that it has. I suggest to Mr. Josephson that the articles as to the Executive Board

should appear before the establishing of the Executive Board.

Mr. JOSEPHSON: I accept the modification made, that it be left in the order, but that it be made a separate article.

The PRESIDENT: The motion is that Section 15 be left where it is in the printed draft, but that it be given a separate section number.

(On vote, the amendment was lost.)

Miss WEST: Mr. Chairman, I move to amend Section 15 by adding the last sentence of Section 6 in the present constitution: "But the Association may, by a three-fourths vote of those present and voting, take direct action or revise the action of the Executive Board or Council or give them mandatory instructions."

Mr. WINDSOR: I second the motion.

Mr. JOSEPHSON: How about the place at which the voting is to be done?

Mr. FROTHINGHAM: The objection to that amendment is simply that it might make possible the carrying through of some unconsidered action at a single meeting, by a relatively small proportion of the membership of the Association. It might happen that some very small meeting would be held and some matter might be brought up which was in the public thought at the moment, in which the public were interested for the moment, and might be passed by a three-quarters vote without consideration which would justify it. If it is so important that it must be acted on quickly, a second special meeting of the Association could be called to act on it. Whether the Executive Board acts on it in the interval is immaterial. The Association at least ought to have the opinion of the Executive Board, but the main principle is to secure an interval for deliberation.

Mr. WALTER: The time for deliberation is merely the time between two sessions. The Executive Board reports back at the next session. It seems to me the only way to safeguard it is to increase the interval between the time the thing is reported by

the Executive Board to the Association and the meeting.

Miss WEST: I feel perfect confidence in the constitution as the committee has recommended it, but it seems to me it will do no harm to put something in that will conduce to harmony and good feeling. I would have every desire to concede everything possible for safeguards that don't do any harm.

Mr. COOLIDGE: I should like to reënforce the plea for more deliberate action. If we had had put before us this morning a plea for the starving peoples of central Europe, such a matter would have excited my sympathy, but would not have seemed to me competent for the Association to act on. It seems to me, under the constitution, action would be referred by the Executive Board to the next meeting of the Association. A half an hour of notice of a matter affecting the policy of the Association, to be reported upon at the end of that limited interval, or else the session of the Association itself having to be postponed, does not seem to me to be reasonable. I think we are in danger of adopting an unworkable proposition here. I should like to see real deliberation. If the amendment prevails, the hasty action of the Executive Board might be reversed by a three-fourths vote of the Association at the following session. This is not the spirit in which we are desirous of conducting the affairs of this Association.

Dr. BOSTWICK: I think we ought to try to get at what those wish who are dissatisfied with this action. This action makes it possible for the Association to pass measures hastily, but it does not make it possible for the Executive Board to do the same thing. I agree with what Mr. Coolidge said, about sufficient time not being given for consideration. I think the Executive Board should not take action without first referring a matter to the Association.

Mr. BOWKER: We have had the theoretical considerations stated by Mr. Frothingham and Mr. Coolidge. Those of us who

have been at many meetings of the Association recognize the extreme dangers which have to be safeguarded on both sides. We all know that at the very last session of a business meeting of the Association at which the attendance dwindles to the irreducible minimum, there might be a deliberate attempt to get certain people, of a certain notion, to stay until the last minute and put through a certain undesirable resolution. The safeguard is a democratic safeguard to prevent the Association taking action that might be misconstrued by a small and carefully calculating minority. In revising the constitution we must give careful consideration to this, and neither the amendment Miss West offered nor the proposal of the committee will quite fill the bill. I hope the amendment will not be adopted, because that invites the condition that we faced at the last conference. I hope the committee will reconsider the question and make a careful rewording of the matter.

Mr. BISHOP: This section is designed to prevent hasty action by the Association on matters of vital importance. It does insure action without waiting a year. It insures deliberation, at least a second time by the Executive Board, and it also insures a prompt report. If we should make it the next meeting, everything that came up which involved any matter of Association policy would have to be deferred a year. I do not think anyone wants to keep putting off things quite as far as that. The amendment proposed by Miss West was very carefully considered by the committee. It is part of the old constitution. It takes away this safeguard against snap judgment. It enables the Association to give mandatory instructions to the Executive Board. That would be, ordinarily, perfectly proper, but I repeat this wording is based on experience, and I hope that we will not attempt to confuse the effort to prevent hasty action with any other matters which may concern the action of the Executive Board as such. It seems to me

the two things are fundamentally different.

Mr. WALTER: I would like to know why this power is taken from the Council and put in the Executive Board.

Mr. BISHOP: The Council holds rather infrequent meetings—it is impossible for it to gather often—while the Executive Board holds frequent meetings. There is no particular reason why matters of this sort should not be referred to the Council, if it is the purpose of the Association so to do. We usually have two meetings of the Council at annual meetings, and we have meetings in the midwinter of the year here, but I do not believe that you get that prompt action which is desired by the amendment if you refer this power to the Council.

Mr. HAMILTON: May I ask Miss West whether the suggestions made by Dr. Bostwick would cover the difficulties she sees, and in case those are put in the proposed constitution, whether she would accept the amendment suggested by Dr. Bostwick?

Miss WEST: I had in mind withdrawing my amendment in favor of Mr. Bowker's. I understood him to suggest that the whole matter be referred to the Committee on Revision of Constitution, with the request that they try to work out some check that will meet the wish that seems to be in the minds of a great many members of the Association, to have some such check as this. I would be glad to withdraw my amendment in favor of Mr. Bowker's.

Mr. BOWKER: I did not make an amendment—I made a suggestion.

Dr. BOSTWICK: I will restate it. Add to Section 15—"and the Executive Board shall take no action affecting the policy of the Association without referring the matter to the Association."

The PRESIDENT: Miss West withdraws her proposed amendment.

Mr. BISHOP: The two things are totally dissimilar. Miss West proposed to adopt the old section of the constitution, which made it possible for the Association, by a three-fourths vote, to adopt anything on

the question of policy, or give the Executive Board mandatory instructions. The other question is to give the Executive Board power to initiate questions of policy without having to refer them to the Association. The two things are, in my mind, not tied up at all. One is letting the Association do it if it wishes, by a three-fourths vote, and the other is a totally different subject requiring the Executive Board to report its actions to the Association. I do not think they are the same at all.

Mr. BOWKER: I quite agree with that. I will put my suggestion in the shape of a motion, which perhaps Dr. Bostwick and Miss West will accept.

I would move that this section be referred back to the committee, with the request that it provide safeguards, both with relation to the hasty action of the Association and of the Executive Board.

Dr. BOSTWICK: I accept that.

Miss WEST: I also accept the amendment.

Dr. ANDREWS: Mr. Chairman, I would like to move, as an amendment also that provision for alternative reference to the Council be made with reference to these questions. Mr. Bishop says, quite correctly, that some of these questions can best be treated by the Executive Board, but others can be treated better by the Council.

Mr. BOWKER: I accept that, of course.

Mr. BRIGHAM: I would simply say, if this is referred back to the committee, it involves a question of policy of the Association. I think a little clearness on that subject might be a good thing for the committee to consider.

Mr. BISHOP: I don't like to ask for advice too much, but this is a most difficult thing for the committee to consider. What is the "policy" of this Association? What is involved in that phrase? It is all very well for you people to refer this back to this committee, but it is quite a difficult thing for the committee to arrive at any conclusion on the matter. I am convinced that we would profit materially by an ex-

pression of opinion, giving concrete cases. I do not know of anything more difficult for presidents to rule upon than this question of what involves a matter of policy. My good friend, Ranck, for example, has insisted with me that everything that came up involved policy, while others construed policy in a very broad sense. I am at a loss how to define this phrase. Have you reference to the policy of the Association, which necessarily commits the Association to certain activity, or have you reference to pronouncements in favor of or against the Association doing something? Does the policy of the Association, as such, refer to its business activities or does it refer to its attitude of mind on a given question at a given time? I don't know.

Miss AHERN: If you close up with Mr. Bowker's motion, it settles this whole thing. I think what Mr. Bishop says is the whole question, that we are all trying to do the best we can for the best interests of the Association, but are we going to treat this matter seriously or jocosely?

Miss TYLER: If it is in order, it would seem to me, at this point, there should be some suggestion as to what the function of the Council should be, if this question of policy comes up. I have cherished the feeling that the Council has great possibilities, but I think we can properly consider the extent of those possibilities, and what the functions of the Council should be with reference to the question of policy.

In answer to the question as to what is the policy, I should say, for instance, the question of the enlarged program is a question of policy for this Association, and if there had been or should be an effort to view it from all sides, it would seem to me that that kind of a question might properly come before the Council, that that smaller group could discuss such questions of policy. There are many minor things that would be involved in questions of policy that could be discussed there, that could be more easily discussed there than in a meeting of the Association, so that this question relative to the responsibility

of the Executive Board and the Council seems to me a fit question at this juncture.

Mr. BOWKER: As the responsibility has been put upon me for shaping that motion, may I call attention to the fact that Dr. Andrews' suggestion was accepted so as to leave that question of the Council or the Executive Board an open question? And in this motion the Committee on Revision is requested to devise a method of making safeguards on both sides. That is a separate question, which, I think, rightly can be voted on separately. Then there is the subsidiary question, and an important one—what is the question of policy? That is about the hardest thing to determine. Congress passes laws and the Supreme Court decides on the meaning of a term, and sometimes divides on the question. In Section 23, regarding the Council, the question Miss Tyler suggests comes up. I would suggest that that question be voted on separately.

The PRESIDENT: The question is on the motion made by Mr. Bowker.

(A vote was thereupon taken on the amendment proposed by Mr. Bowker, which, having been duly seconded, was then carried.)

The PRESIDENT: We will now discuss the questions of policy.

Mr. RANCK: In reference to the Council, as I understand the matter to stand now, there will be little or no use for a Council.

Mr. BOWKER: That comes up under Section 23.

Mr. RANCK: We can take it up now. It seems to me if we want to take it up now or later, we could leave that question of policy with the Council or the Executive Board. Is it in order now to discuss that question?

The PRESIDENT: The chair would rule it is in order.

Mr. BOWKER: There is a phrase in Section 23 which goes more closely to defining this question of policy. It seems to me, if we defer that definition of Section 23

until we discuss the Council, we will make more progress.

Mr. RANCK: I am perfectly willing to let that go over, with the understanding that we will consider leaving all questions of policy to the Council.

The PRESIDENT: In deference to the very important work before the Convention, the question of the enlarged program will be taken up tomorrow morning at ten o'clock.

Section 16 is the next section before the meeting.

Dr. ANDREWS: I move its approval.

Mr. FROTHINGHAM: I believe it has been customary for some time for the Association to have these votes by correspondence. It is, legally speaking, a little irregular. A board of directors cannot legally vote by correspondence, or even by proxy, or in any way other than by person. In the case of this Association the members are widely scattered and it may be necessary to have votes by correspondence, but I think they should be safeguarded in every possible way. My suggestion would be that the committee reconsider the section and incorporate in it the provisions which are put in the by-laws and a few words to provide that notice of the proposed action shall be sent to each member of the Executive Board and that a certain specified time shall be mentioned within which approval or disapproval shall be expressed. If no specified time is mentioned, the board will never know within what time it shall act.

I move that it be referred back to the committee to incorporate into this provision in the constitution all safeguards that are necessary for the purposes I have stated.

(Motion seconded.)

Miss AHERN: There are conditions which may come up which would make the taking of a vote of that kind very advantageous, and provision for it should be incorporated in the constitution, rather than in the by-laws. The by-laws are easily changed. This is one of the provisions of the constitution

which, it seems to me, is wisely put there, and I am heartily in favor of it.

Mr. BISHOP: The committee considered carefully the question of providing a specific time, and finally decided it was unwise to incorporate that in the by-laws, although it did incorporate a provision for taking a vote. There is no objection to changing it from the by-laws to the constitution. The secretary is accustomed, in taking mail votes, to allow for a certain lapse of time and to make sure, by sending registered letters, that the members of the Executive Board or committees receive the information requested, and the secretary has seldom announced the result of a mail vote until he has had the result in full. We have found it was unwise to attempt to write into the by-laws the custom the secretary has followed, but the committee is perfectly willing to incorporate it here if the Association thinks it advisable.

(The motion made by Mr. Frothingham, having been seconded, was then voted on and lost.)

The PRESIDENT: The section is before the meeting in its original form. It has been moved and seconded that this section be approved by the meeting.

(The motion to approve Section 16 was then voted upon and carried.)

The PRESIDENT: Mr. Roden read Section 10 at the beginning of the afternoon session.

Miss RATHBONE: If we make the treasurer a member of the Executive Board, that means that the treasurer will be elected by the board itself, and I do not think that is constitutional. On the other hand, if we make him a member of the board and he is not a member of the board, he has got to be elected. The election of the treasurer ought to be determined by a very careful consideration and a carefully considered vote. If we put him on the board, as I say, we have got to adopt one or the other of two policies, and if we make the treasurer a member of the board, why not the secretary, who is equally elected by the board? I would suggest an amend-

ment omitting the treasurer from membership on the board.

(Amendment seconded.)

The PRESIDENT: The motion is to amend the section by striking out the word "treasurer" in the first sentence.

Mr. RODEN: As I said this morning, the functions of the treasurer are purely routine. He cannot, in the nature of things, be the actual custodian of funds of the size which this Association has, and he has no direct responsibility for the investment of the funds. That, under the old constitution, is under the supervision of the Finance Committee, and under the new constitution will be in the hands of the Executive Board. As a matter of fact, I have frequently said to Mr. Utley, "the treasurer of the A. L. A. has neither duties, responsibilities, privileges nor honors." Partly because all parliamentary bodies are so organized, a treasurer is provided for. I don't think a treasurer necessary, but if it is necessary to conform to parliamentary custom, it is quite immaterial how he is selected, and if it should make any future treasurer feel more important to be a member of the Executive Board and to be chosen as the other members of the Executive Board are chosen, then by all means let us choose him that way. I can speak with perfect impartiality now, because I have resigned, and I assume my resignation has been accepted. If, on the other hand, he should be bonded—and this is in answer to Miss Rathbone's question as to why he should not be of the same status as the secretary—that would imply that there was something for him to do. And again, I suggest that there really is nothing for him to do. Therefore, he is not in the category that I have mentioned, first, because he has nothing to do and Mr. Utley has everything to do; second, because Mr. Utley is a salaried officer and the treasurer is not, and never was. Therefore, there is not an analogy there. If a treasurer is necessary, to be perfectly correct, let us elect a treasurer just as we elect any other member of the Executive Board,

and it will be quite immaterial whether he lives where the headquarters are or is far away, because, as the new constitution provides that an assistant treasurer shall be a trust company and shall be custodian of the funds and shall disburse them on the order of the secretary, it is quite immaterial who or where or what the treasurer may be.

Mr. FROTHINGHAM: I think Mr. Roden is correct, that the treasurer ought either to be elected or, if appointed by the Executive Board, ought not to be a member of it. I was going to ask him which, from his experience, would be preferable. The treasurer has, of course, ideas which would be of value to the Executive Board. Generally a treasurer is a member of the board of directors and is referred to on financial questions. Would an elected treasurer or an appointed treasurer be better who is not a member of the board?

Mr. RODEN: I think an elected treasurer would be in better form. Under the old constitution the treasurer had no discretion; he was not expected to assume responsibility. All he had to know was that the Finance Committee had approved the particular vouchers presented for his signature, the Finance Committee intervening between the Executive Board and one of its officers. If the treasurer is vested with some responsibility, I think he ought to be a member of the board and ought to be entitled to sit in all meetings on an equality with all of its members.

Mr. BISHOP: That could be brought about by omission of the word "treasurer" in Section 17. If at the top of the third page the word "treasurer" were omitted, he would be elected and serve on the Executive Board. That would remove the provision for his being chosen by the Executive Board. If an expression of opinion could be had as to whether it is advisable to make the treasurer a member of the Executive Board, the manner of his election could be handled when we come to consider Section 17.

Dr. ANDREWS: Mixed up with this is the

loss of our second vice-president. It will be a task to provide honorary provision for a certain class of our members.

Mr. FROTHINGHAM: I understand we are voting now on a motion to strike out the word "treasurer" as a member of the Executive Board. If that motion is disapproved, I will move, when we come to Section 17, to make the treasurer an elective officer.

Miss RATHBONE: I am glad to withdraw my motion, without the necessity of a vote; this will bring about the result I desire.

Mr. WINDSOR: Couldn't we act on this Section 17 now in connection with voting on Section 10?

The PRESIDENT: When we vote, we certainly can. Are there any proposals to amend Section 10?

Mr. FROTHINGHAM: I understand Section 10 will stand as it is, if the treasurer is made an elective officer.

Miss TYLER: I made that motion, and it is now, I presume, among the other recommendations that have gone back to the committee, that have included the retiring president as a member of the board.

Mr. FROTHINGHAM: There was a recommendation to the committee to consider whether or not that should be incorporated.

Miss TYLER: I am willing to make the motion. I move that the committee incorporate in Section 10 wording to provide that the first vice-president and the retiring president be included as members of the Executive Board.

(Motion seconded.)

Mr. FROTHINGHAM: The intention being to leave the eight elective members the same and to add one member to the Executive Board?

Miss TYLER: My understanding is that we ought to take up this question so as to take up the question of the second vice-president.

Dr. ANDREWS: I will make a motion that the committee consider the second vice-president—

The PRESIDENT: It is moved that the committee be asked to consider providing

for a second vice-president who shall be a member of the Executive Board.

(The motion was seconded.)

Mr. RANCK: I think it is important that we have a second vice-president. In my experience, on one or two occasions the president and the first vice-president could not function and the second vice-president carried on the meeting. It seems to me it would be advisable; in an organization that covers the whole country in this way, there should be no question that could arise as to who is to carry on the organization.

Dr. ANDREWS: My motion was that the committee be asked to consider putting the second vice-president on the Executive Board as a member.

(The motion, having been seconded, was then carried.)

Mr. SCHENCK: I move, in order to bring it before the house, that the secretary be considered as a member of the Executive Board.

Secretary UTLEY: It seems to me it would be more embarrassing for the executive secretary of the Association, who is a salaried officer, to have a vote on the Executive Board than to be outside, as he should put before the board matters that should receive attention and be acted on and he should not have to vote on these matters himself.

Dr. BOWERMAN: It seems to me that there might properly be some provision making it mandatory that the secretary should always be present at every meeting of the Executive Board.

Mr. BISHOP: I don't think that we would gain anything by making the secretary a member of the board. I believe that we would lose. If this motion should or should not prevail, I want to speak on one matter. Does the Association wish to have a retiring president, first and second vice-president on the board, making a board of thirteen? This is a matter that deserves careful consideration. Do we want a board as large as thirteen? Is it advisable?

Mr. BOWKER: How about leaving out

both vice-presidents, except in case of disability of the president?

Mr. BISHOP: If we should do that you would leave the Executive Board solely in the hands of persons who had been serving a number of years, without bringing into the board any new blood.

The PRESIDENT: Mr. Schenk has moved that the secretary be made a member of the Executive Board.

Mr. WINDSOR: I would like to second the amendment by Dr. Bowerman, that the secretary be given a seat with the Executive Board without a vote. That would not place him in the embarrassing position of having a vote.

(Motion seconded.)

The PRESIDENT: You have heard the motion, which has been seconded—

Mr. WINDSOR: It has been stated as mandatory that the executive secretary be present at the meetings of the Executive Board, but that he be not given a vote. That is not exactly the motion I made. An officer of the board of some universities is given a seat and attends all meetings of the board, but does not vote. It helps to dignify the office a little and gives him more standing.

Miss AHERN: Somewhere in the constitution it says the officers shall perform the duties customary in those offices. If you have a secretary of the board he will attend to the duties of the board.

The PRESIDENT: There is a motion before the meeting, made by Dr. Bowerman, seconded by Mr. Windsor—

Miss AHERN: The executive secretary will, in that case, be in a position to give himself orders, and it seems to me that it is expressing a lack of confidence, both in the Executive Board, which must be above reproach, and the executive secretary. I hope the motion will be voted down.

(A vote was then taken on the motion and it was lost.)

Miss TYLER: Regarding the number of members on the Executive Board, there is this to be said: The suggestion has gone back to the committee that a quorum con-

sist of a majority of the members, so it is perfectly safe to count on seven members to do business. It is not so dangerous as it would seem. The advantage of having two additional members prevents much of the difficulty in securing a sufficient number of members to do business.

Miss RATHBONE: In view of the increased activities the board has taken, it would seem to me a great advantage to have a larger board to work on the many new activities.

Mr. WINDSOR: May I ask the chairman of the Revision Committee just what considerations were in mind when the words in the second line were used, saying, "The administration of the affairs of the Association?" The word "affairs" is different from the reading of the present constitution, which is, I believe, "business." Is there any significant fact in mind in the changing of that wording?

The PRESIDENT: Will our very much overworked chairman of the committee reply?

Mr. BISHOP: I do not know that there was any sinister purpose or any Machiavellian thought in this change. In fact, I do not remember when it came in. I do know that we discussed the wording of every clause and at the time it seemed to us this was a proper method of expressing what we had in mind. I cannot see that there is much difference between the two. They seem to be the same to me, but I do not know just what reason there was in making the change. Probably the secretary, who was present at the committee's meetings, can state.

Mr. WINDSOR: I regret that I gave the impression that there was anything sinister. I have had experience enough on committees to know that very careful consideration is given to the exact meaning of words, and even commas and periods. I do not desire to do more than ask the meaning of this word and the reason for the change.

The PRESIDENT: It has been moved that this section be approved as amended.

(The motion, having been seconded, was then carried.)

The PRESIDENT: The next section is Section 17, Officers.

(Mr. Roden then read Sections 17, 18 and 19.)

Mr. BISHOP: By common consent, may I say that, having previously acted on these matters, this should now read, "The officers of the Association shall be a president, first and second vice-presidents, a treasurer, secretary and assistant treasurer," and that "the first and second vice-presidents shall be elected at the annual meetings." I think we should insert that we elect the treasurer—I will read that.

"Officers. A president, first and second vice-presidents, a treasurer, secretary and assistant treasurer, the secretary and assistant treasurer (a trust company) to be chosen by the Executive Board."

And in Section 18 it will be necessary to make "vice-president" read in the plural, "vice-presidents." I move the approval of the four sections as amended.

Mr. FROTHINGHAM: In Section 17, the last line provides the officers shall receive such salaries as the Executive Board shall fix. Inasmuch as in Section 19 it is provided the Executive Board shall fix salaries of all employees, this should be stricken out. Section 19 covers all of them.

Mr. BISHOP: The last line in Section 17 might be stricken out so as to avoid repetition.

Mr. FROTHINGHAM: I move the last line in Section 17 be stricken out.

(Motion seconded and carried.)

Mr. DUDGEON: This certainly authorizes the Executive Board to provide for the payment of those officers.

Mr. FROTHINGHAM: It says "shall determine what officers shall be paid, and shall fix the salaries of all officers and employees." Would that meet the views of the committee?

Mr. DUDGEON: The Executive Board could agree to pay the officers large sums of money or fees.

The PRESIDENT: Any other suggestion to make this clear?

Miss TYLER: It seems to me the treasurer and assistant treasurer are paid by retaining that sentence—it seems to me the treasurer and assistant treasurer shall receive such salaries as are fixed.

Mr. BOWKER: It is always the function of an administrative body to fix salaries where they are not otherwise provided for.

Mr. DUDGEON: I want to know whether or not there is anything in the constitution which limits in any way the officers who shall receive salaries from the Association. I think it essential that there should be such a limitation.

Mr. BISHOP: I differ that it is essential. It is possible that an emergency might arise, which ~~is~~ provided for by Section 19, authorizing the Executive Board to employ people who are not officers of the Association. This refers only to paid officers.

Mr. DUDGEON: I do not think there should be anything to limit the power of the Executive Board to employ persons to perform the business of the Association, but that it is proper to say which of the elected or appointive officials shall receive salaries. I think we ought to know what we are doing.

Mr. BISHOP: Personally, I think it was clearer as it stood before it was amended. I think Section 19 covers any cases that could arise, and if we should desire in the interest of clarity to sacrifice something for the sake of brevity, I would move to reconsider and allow the section to stand.

The PRESIDENT: It has been moved that we reconsider our action in striking out the last line of that section.

(A vote was then taken on the motion and same was carried.)

The PRESIDENT: Now we are in a position to reconsider and to replace the last line of Section 17.

Mr. RANCK: I would like to ask whether or not the committee considered allowing the retiring officers to occupy their positions for some time after the adjournment of the annual meeting, in order to close up

business affairs. It seems to me something of that kind would be advisable.

Mr. BISHOP: I do not believe there is any wisdom in making that provision, because we do have a permanent secretary, who will help the officers wind up our business affairs.

Mr. WINDSOR: May I ask Mr. Frothingham whether there might be a case like this: whether an assistant treasurer might have charge of funds and it might take some time before he can qualify?

The PRESIDENT: The assistant treasurer is appointed by the board.

(The chairman put the question on the approval of the four sections, numbered 17, 18, 19 and 20, as amended, and on vote being taken, said four sections were approved, as amended.)

Mr. BOWKER: That suggestion, as to the appointment, would be quite in line with the distinction between appointive and elective officers.

The PRESIDENT: The next is "Council," Section 21, Membership.

(The treasurer, Mr. Roden, then read all of the following sections regarding the Council, viz.: Sections 21, 22, 23.)

Mr. HAMILTON: In view of the fact that the committee was unable to recommend anything in reference to affiliated organizations, under Section 25, and I am unable to find anything in the old constitution as to what the meaning is, I would like to ask the secretary what is meant.

Secretary UTLEY: There is a provision in the constitution, as I recall it, that the Council may by vote affiliate with the American Library Association any other body engaged in kindred work, and there is a provision for affiliating regional or other associations as affiliated organizations, with representation on the Council.

Mr. HAMILTON: Regional and affiliated organizations are both mentioned here, and I do not get the distinction.

Secretary UTLEY: They are all affiliated organizations. In our general practice we mean by "affiliated organizations" the four organizations affiliated with the American

Library Association—the National Association of State Libraries, the League of Library Commissions, the American Association of Law Libraries, and the Special Libraries Association.

Mr. HAMILTON: I think there should be a distinction made.

Secretary UTLEY: I think it was the intention to make that distinction.

Mr. RICE: There is no mention made of the National Education Association, which has a library department. It seems to me that ought to be provided for, that the library department of the N. E. A. should be represented.

Mr. BISHOP: May I recall to the gentlemen who have been speaking my remark of this morning on the difficulty the committee found itself in as to the matter of affiliated associations? This rather difficult question remains to be solved as to what is an affiliated organization. Mr. Utley is quite right in saying that the matter has been rather loosely interpreted. We have affiliated four other associations. We have, following out the provisions of the by-laws, accepted as members of the Council the presidents of state and regional library associations which have contributed to the support of this Association five dollars a year, and a certain per cent per capita in addition to that. They are separate and diverse and yet it would be unfortunate in any consideration of the membership of the Council if either element were omitted. Both are in at the present time, and I cannot see how we could easily leave out either one.

Mr. RANCK: Mr. Chairman, as I understand this proposed constitution, the functions of the Council and of the Executive Board both have to deal with questions of policy. Heretofore questions of policy presumably were entirely to be handled by the Council. The Council was enlarged some years ago to take in regional organizations for the purpose of getting a better geographical representation on the Council. It frequently happens and it is often desirable that the members of the Execu-

tive Board who are facilitating the business of the organization should be relatively near together. It may not be so necessary perhaps under the larger membership, but it was necessary that they should get together rather easily during the year to transact the business of the organization. It seems to me the question of policy should be handled by one body only and not be divided or confused by reference to two; that either the Council should be abolished or we should put all questions of policy in the Council and questions of business administration in the hands of the Executive Board.

The PRESIDENT: Shall we not confine our attention to Section 21, which has to do with the membership of the Council?

Mr. RICE: I am desirous that a provision should be made for a representative from the library department of the National Education Association. I move that the Committee on Constitution be instructed to make some such provision in such a place as they may see fit.

Miss AHERN: As one of the founders of the library section of the National Education Association, and one who has extended to the library department of that association an urgent request to become an affiliated member of the American Library Association, I cannot see that we are going to accomplish very much in the matter by simply naming the National Education Association any more than by naming two or three other national organizations. If it wants to become affiliated, it has an invitation. What shall we do with our national women's clubs, and with the American Association for the Advancement of Science, etc.? I do not believe it is necessary to name them specifically.

Miss TYLER: It seems to me, if we consider national bodies, they should be put on absolutely a reciprocal basis. If the National Education Association would welcome membership in this semi-official body, the Council, of course this organization should consider also the question whether membership in this organization would be

acceptable in the Council of the National Education Association. It is a question of reciprocal representation on the two national bodies.

Mr. YUST: May I raise a question of life membership of ex-presidents on the Council? I raise that question without having anything in particular in mind, simply as to the policy of making an ex-president a member for life, even though he may discontinue library work.

The PRESIDENT: Has anyone a definite amendment to Section 21 to put before the meeting?

Dr. ANDREWS: I would like to see the old provision restored and get the opinion of the meeting on the subject. I refer to the provision in the existing constitution regarding election to its membership by the Council, that that provision be inserted in the present draft. I am sorry that the committee has done away with the provision by which the Council itself annually elects five of its members.

Mr. BISHOP: The committee considered that point very carefully and presented the matter before you, not without considerable hesitation. We felt, as Dr. Andrews does, that the Council had been able to import into its membership from time to time individuals who had been of assistance to it, yet we did feel that, considering the history of the Council and of the Association, considering the opposition which had arisen previously, that it was probably wiser to elect all members of the Council by the Association itself. I can personally sympathize with both points of view. With reference to the other suggestion, about former presidents being members perpetually; that might, if we were all alive, become a rather serious question. I believe at the present time there are about fifteen living ex-presidents who are active members of the Association. Isn't that so, Mr. Utley?

Mr. UTLEY: I have not counted them. I think you are about right, however.

Mr. BISHOP: I think that is right. Both of these provisions are open to question.

I think it is wise that they should be discussed here. The committee has retained the living ex-presidents to continue as members of the organization and the Council can elect one-half of the elective members annually. When you consider how many persons come into the Council annually, by reason of being presidents of regional associations, there is considerable new material coming in. The option of choice by the Council of half of its members is a matter on which we might have an expression of opinion.

Miss WALES: When the Council was first started, it seemed to me, as I then stood viewing from afar the affairs of the Association, the presence of the ex-presidents tended very strongly to keep alive the ideals with which the Association was founded. While the policies, by-laws, etc., might possibly become cumbersome in the course of twenty-five or thirty years, it does not seem to me that ideals can become cumbersome. Personally, I would like to see continued the practice of retaining ex-presidents, when they are members of the Association.

Miss TYLER: I would like to speak of one difficulty regarding the election of ten members. I speak of that because I happened at one time to serve on the Nominating Committee. It does present a great many difficulties in trying to balance the membership. I thoroughly believe in the election of ten members, rather than electing five members by the Council itself. Some of the members of this organization know that I was one of two or three people who made an effort to bring this about two years ago, and we went down on the rocks. I am still of the opinion that this is in line with the developments that we would like to see in this organization, but tied up with this is the question of the method of nominations. It seems to me there should be some method discovered of selecting these members. If we are confined to voting for just the people whom the Nominating Committee represents, this narrows it down to

a wooden sort of an election. I think there should be some other method of election.

Mr. HAMILTON: I think this does apply to Section 21 rather than to Section 25. For the sake of clarity, I think the first sentence should finish like this:

"All members of affiliated societies other than regional organizations," and I make a motion that that be referred to the committee for insertion.

The PRESIDENT: The chair has heard no motion or second to any proposition in reference to this section.

Mr. YUST: Can final action be taken on these sections in regard to the Council until we have before the house the question previously referred to the committee? That is, the additional power possible to be granted to the Council. I think any action taken on these sections would have to be provisional.

Miss TYLER: I move that action on Section 21 be deferred until Section 23 is discussed.

(Motion seconded and carried.)

The PRESIDENT: Section 22 is before the meeting. Is there any discussion or any questions in regard to Section 22?

(On motion, Section 22 was approved as read.)

The PRESIDENT: Section 23, Duties of the Council, is before the meeting.

Miss TYLER: I may say briefly that I feel it is a mistake to take away the few powers the Council had. It seems to me that the Council has a very important function, and instead of taking away from it the few powers it had, I would be glad if it had more powers. It seems to me there is a great field in thoroughly discussing the question of policy, but it does seem that the Council has a very useful purpose if it is utilized. Personally, I would greatly regret to see the powers taken away from the Council, as is done by this new wording.

Miss AHERN: May I call attention to a situation that might arise? In the first part of this, provision is made for the

policy of the Association to emanate from the Executive Board and Association itself in a sort of a fashion. Can you imagine the Executive Board promulgating a resolution of policy and then the Council coming in with another resolution, probably entirely different—I think something of that sort might happen—and by a two-thirds vote adopting a resolution on dues or any other matter of library practice? I think Miss Tyler is right in saying there is a double-action policy there that might prove disastrous to the standing of the organization.

Mr. BISHOP: Isn't the question of library policy one thing and the policy of the American Library Association another thing? Are these specific questions involving the action of the Association as such? Perhaps it is unwise to use the word "policy" here. The committee's feeling was that the Council had a decided function and that it would be unwise to abolish it. The powers Miss Tyler speaks about were few. One was passing upon questions submitted by vote to the Association. That was transferred to the Executive Board. Another was the privilege of passing upon affiliation of other organizations. That also was referred to the Executive Board. I may be wrong, but I do not at the moment recall other powers which have been removed from the Council.

Miss TYLER: What I have in mind particularly is the clause, "In particular it shall consider and report upon questions which involve the policy of the Association as such."

Mr. BISHOP: You regard that as an unfortunate transfer?

Miss TYLER: I do.

Mr. BISHOP: I think we have no question of phraseology more difficult than that. What is meant, however, is not such questions as that to which you refer and which were referred formerly to the Council and by the Council referred back to the Association for action. The committee felt that if we were going to have the Council at all, it would be very proper to remove its

executive functions and to make it a deliberative body, composed of really more experienced, prudent minds of the Association who could meet for discussion of library practice and library policy, within our libraries; practices which we follow, practices of state libraries or such questions as interest city libraries, such questions as have been coming before the Council in the past. We should urge it to report upon these questions in print. I think if you will read the various reports made by committees of the Council you will agree with me. What the Committee on Revision had in mind, however, was to keep the Council as a deliberative body, to discuss the action of the American Library Association, not to report upon the action of the American Library Association, but to offer a forum different from that in the meetings at the present time, more resembling the smaller meetings of the earlier days, and giving opportunity for the careful and sober consideration of technical and professional matters which are very difficult to consider in the great meetings of the Association or in the smaller, sectional meetings, or meetings of the affiliated bodies.

This is a change—there is no question about it. It is to a certain extent a compromise between the very definite effort on the part of certain members actually to abolish the Council, and the feeling of other people that it should be retained. I am very much of the opinion that the retention of the Council as a part of the Association machinery is decidedly worth while. Exactly what its limitation should be is, of course, a matter for the meeting to decide.

Dr. ANDREWS: I think Mr. Bishop has presented the question very clearly. It is a question of difference of opinion between those who believe in the Council as provided for in the old constitution and those who want to do away with it altogether. If our practices as to library policy in general require careful, sober consideration, I do not see why the affairs of the American

Library Association should not be subjects for careful thought and serious consideration. I personally stood by Miss Tyler in her position, I think to adopt this section as it is printed would do away with most of our interest in the Council and would prevent the Council from being what it is supposed to be, counsellors to the American Library Association. We are here representing our own institutions and ourselves and the Council was supposed to give advice in that administration. It was not an executive body; it never has done a single administrative thing. I think Mr. Bishop's characterization as to taking away its powers was erroneous. I hardly consider it an executive body. It nominates, of course, honorary members, and I think we were agreed that some such change ought to be made.

Miss AHERN: "Library questions of professional and public interests." Where would the difference come in, the difference of policy, if they were questions of public interest? The public is only interested, I should think, in the American Library Association (if at all) in its attitude towards questions of public interest. For instance, supposing we wanted to go out and ask the great corporations and foundations of the country to finance extensions of library service, would that be a public interest, and might the Council talk about that, express its opinion and adopt resolutions concerning it, or would that come under the policy of the Association and would it be entirely in the hands of the Executive Board? Just what is the "public interest"?

Mr. BISHOP: Many library questions are divided into two parts, those which concern ourselves primarily in the conduct of our own internal organizations and those which touch our contact with the great general public outside. It was with the latter meaning that this phrase was put in; not to limit discussion in the Council but to give it an opportunity to discuss the broader questions involving relations of the institutions with which we are working, with civic organizations and with the

body politic. That is why we used that phrase. Perhaps it is not a happy phrase, but it emphasizes the broad function of the Council on this question.

Miss AHERN: Suppose, for instance, the question of affiliation with the American Federation of Labor were up and suppose that should pass in the Council,—that such affiliation would be a fine thing, and that a resolution on it should be promulgated as the opinion of the Council of the American Library Association. I think there would be some difficulty in clarifying in the minds of the public—part of the public at least—as to who was responsible for the action that was taken

Miss RATHBONE: I wonder if it would simplify matters if we could have a vote on the proposal to abolish the Council entirely; how large a part of the membership want to abolish the Council or to adopt the present constitution with the emasculated Council, or to retain the Council with the old powers it had?

Mr. FROTHINGHAM: May I make a suggestion which, after listening to the discussion of this section, might meet some of the questions raised? I confess myself a little perplexed by the last three lines of the section—"And it may by two-thirds vote adopt resolutions on these or any other matters of library policy or practice." The first question is on the two-thirds vote. Secondly, what peculiar significance has the adoption of a resolution over and above the issuing of a report? Thirdly, reference to "these or any other matters of library policy or practice" seems superfluous, because in the beginning, are there any questions of library policy and practice other than those? The adoption of a resolution by the Council might be misconstrued. It might be stated the Council was of the opinion so and so. If, however, the Council made simply a recommendation to the Association, that would put it in quite a different light. Therefore I had it in mind to suggest that the last three lines be left out altogether and that it then read as follows: "The Council

shall consider and discuss library questions of professional and public interest and shall from time to time issue reports and make recommendations thereon to the Association."

It seems to me that amended form would give abundant scope to the Council, which is not an executive body, empowered to commit the Association to anything, but a body on whose advice, experience, knowledge, etc., the Association would necessarily rely. Unless the committee sees some objection to it, I am prepared to move that the section be amended by striking out the last three lines of that section and adding, "and make recommendation to the Association."

(Motion seconded.)

Mr. WALTER: I understood Miss Tyler to make a motion.

Miss TYLER: I did not make a motion. I asked a question as to what particular part of the old section should be restored, but I did not make it in the form of a motion. I would like to speak to the motion in due time.

Mr. DUDGEON: It seems to me that Dr. Andrews and Miss Tyler come nearer to hitting the weakness in the new constitution, if there is a weakness, than anyone heretofore. As I understand, in the governmental bodies there are two separate functions, deliberative and legislative. It seems to me the weakness in that constitution is to ignore that principle altogether and to assume that men who are selected as business men to push through big things in a hurry, effectively, are always the men to whom should be submitted the more deliberative questions, questions of policy in their broadest sense, questions of ideals, questions of education, training, the whole question of professional ethics and everything else; it seems to me they are distinct functions, and this new constitution ignores that altogether. When statistics show that nineteen out of twenty business organizations go into bankruptcy, it does not appeal to me, and I do not think that we ought to proceed along those lines. This

is bigger than any business organization. It has to do with morality, ethics and principles a great deal more than a simple, one-idea business organization has to do. I think it is most important that the Council or some other organization connected with this American Library Association be kept in existence to function as a deliberative and legislative body.

MISS TYLER: I want to speak of what I consider to be the function of the Council, bearing somewhat upon the motion before the house. I do not feel like supporting that amendment, because it does not seem to me to cover the point at issue. In particular I refer to the section I quoted a while ago, "It shall consider and report on questions which involve the policy of the Association as such."

There is possibly a distinction between the policy of the Association and the question of library problems. There is a fine distinction possible. But I should consider it of great value if we could seriously work in the Council with some of the great, significant, fundamental questions, like the question of library laws. We are just sliding over it. What is the fundamental difficulty in the salary question? The library trustees do not have funds to increase salaries. That is the fundamental question. What is back of that? Are we sure our laws are what they should be?

For several years we have refused to look that matter in the face. It seems to me such questions as that could not be properly discussed on a program of the A. L. A. It would be fine work for a committee to compare the laws here and there and bring forth some sort of basic need for a law. Some such contribution right now would be most important in the whole library situation.

If we had a Council that would seriously consider and discuss matters of that sort and follow them up and report upon questions to the Executive Board, it seems to me the Executive Board would be glad to have a working group of really interested members studying these big questions and

reporting back some of the results. Of course those reports should be printed. It would be most valuable to all of the members. I simply illustrate my point by that one possibility, and your imaginations will at once take up the other subjects which will occur to you, which should be studied in a similar manner, and I think they should be considered by a Council.

MR. FROTHINGHAM: I do not quite make out why what Miss Tyler has said is not covered by what is said here—"library questions of public interest" would necessarily include the matters Miss Tyler has mentioned. There does not occur to me any more comprehensive phrase than what has been used by the committee.

MISS TYLER: If we should accept the revised Section 23, (reading new draft of Section 23), make a report on what it has considered and discussed; if we should take the old section (reading the same), I can't see but that the old section is much stronger than the new, by the use of the word "shall."

MR. BISHOP: I think Miss Tyler has made an eloquent plea for the adoption of Section 23. I don't believe there is such a difference as she has seemed to feel. I think she has stated the case for the committee better than the committee could have worded it.

MR. RANCK: It seems to me there will be a conflict unless we eliminate some of Section 15 with reference to policy. I should like to say that the questions of public interest should not be voted on by the Association until the Council has voted upon them.

THE PRESIDENT: Can we dispose of the proposed amendment by Mr. Frothingham?

MR. BISHOP: Mr. Frothingham has moved to strike out the last three lines of the section as submitted by the committee, and to insert, after the word "reports" in the fourth line, a phrase which will make it read, "and shall from time to time issue reports and make recommendations thereon to the Association."

(A vote being taken on Mr. Frothingham's amendment, it was lost.)

Dr. RANEY: Mr. Chairman, I move that Section 23 be amended by inserting, at its conclusion, the following phraseology of Section 16 of the old constitution: "In particular, it shall consider and report upon questions which involve the policy of the Association as such; and no such questions shall be voted upon by the Association, except upon a three-fourths vote of the Association deciding for immediate action, without a previous reference to the Council for consideration and recommendation."

If we do this it will be necessary to revise Section 15.

Mr. BISHOP: If this is adopted by the members of the Association present, it will, of course, become mandatory upon the Committee on Revision to keep the Council with the powers that it now has in the constitution.

Mr. YUST: Isn't it liable to involve us in awkward obligations if we make it necessary to refer to two different bodies within the Association? It seems to me the whole intent and purpose of this new constitution is to centralize authority in the Executive Board. I think, also, the committee had in mind, too, the duties of the Council, which would involve action which would take a long time, so they have made the Council a nice, quiet place for members of the Association to retire and talk about a thing without any power. I sympathize with the desire to centralize authority in the Executive Board, but we cannot, without involving ourselves in dangerous possibilities, have two organizations or boards to which to refer questions of policy before the Association can act. It should be either one or the other.

Dr. ANDREWS: It is the Executive Board or the Council. The Association might determine which it shall refer to.

Miss TYLER: It seems to me the audience is thinning out so much that we cannot do much more at this time. I should dislike to see this come to a vote now. If the mover of this amendment can adjust

this in some way so that it will not come to a vote now, I think it would be better. I should like to see the point brought out that the Council should make recommendations to the Executive Board. I cannot see but that the Executive Board would be helped very much by recommendations from the Council. If there is some way by which action can be delayed until later, I think it would be better.

(Thereupon, on motion, the meeting stood adjourned until 10 o'clock a. m. Friday, January 2, 1920.)

FIFTH GENERAL SESSION

(Saturday morning, January 3)

The meeting was called to order by President Hadley, at 10 a. m., Saturday, January 3.

The PRESIDENT: We will hear from Miss Edith Guerrier, on a matter of interest to all of us.

Miss GUERRIER: On page 6 of the enlarged program you have probably noticed "National Library Service," etc. Much as I dislike to occupy any time on the program when there are so many important matters, I felt it vitally necessary to tell you one or two important things that can be done with regard to this subject.

Mr. Belden, chairman of the A. L. A. committee having this matter in hand, asked me to represent him here this morning. A bill for the establishment of a library information service to act as a clearing house for Government information to every library in the country has been reported upon favorably by congressional committees. You can go home and begin work which will help call this bill so favorably to the attention of Congress that it will be passed. It seemed to me that one of the best things we could do at the present time was to demonstrate to the Government how we can make the matter we have, inadequate as it is, of vital moment to our people. I am going to make suggestions—shall I say "publicity suggestions"?—under four or five heads.

First: Display of current matter. Mr.

Belden has started in the Boston Public Library a demonstration room, or Government news room, showing how this matter can be made accessible to the people and how they can get something which connects with their daily lives and be shown what it means to them. Anyone who wants to get a further description of how we are conducting this Government room can have it by taking one of these little bulletins. Anyone can have a bulletin board and on the bulletin board you can post notices of important printed matter; you can say where it can be found and say something about its value. You can also attend to having newspaper notices of these Government publications as book news or other important matter put out. In this case I think it absolutely necessary for the person who writes of these goods to know the goods. Unless you know what is in Government documents you will never be able to "sell" them. Since everybody is so tremendously busy, and we are making a special study of this matter in the Boston Public Library, Mr. Belden is arranging to have a bulletin published once a month, and there will be articles furnished for your state library bulletins. Suggestions will also be given in the little bulletin to be sent out by the committee. The matter of exhibits, I know, is a fulsome thing; but in January one of our exhibits is going to be of the Bureau of Forestry. The reason we have chosen that is because it lends itself easily to dramatic interpretation. The Bureau of Forestry has been glad to coöperate in sending a wonderful collection of photographs. We shall have a colored transparency in the window, and on the bulletin board we shall have a short description of what your Bureau of Forestry means to you. The matters before Congress in regard to this bureau come to your public library. Inform yourself as to what this bureau is doing and how you can help in giving publicity to its purpose. There are a number of other suggestions in regard to the way the current documents can be made popu-

lar, but our means at present are inadequate because of the fact that we get our material when it is much out of date—it is actually historic, archaic; but if we get into this library work we can have the material up to date and in time. It is almost impossible to carry on a campaign of this kind because of the fact that the material is so late it is practically dead and buried before we get it. You are doing the best you can, but you are very much handicapped. If we use to the best advantage the material which we have now at our disposal, the Government will see that we mean business. We are, as it were, removing from the napkin in which it remained so long the talent at our disposal.

To show you what the little demonstration we have tried to make in the Boston Public Library has meant to the government of our state, I will read a communication received from Governor Coolidge.

(Miss Guerrier then read a letter from Governor Coolidge to Mr. Belden.)

We have now a wonderful opportunity. Since we were so keen in the war service, why can't we be as keen in these times? Those of us who believe in our Government should accept it as a message. Things like this ought to be a call to arms to us to show what our Government is doing and what it means to the people of the United States. I believe the libraries have an opportunity to put these things out in authentic shape and to show what these wonderful bureaus in Washington are doing and that they are really functioning, show the people what they are; so if we can give this service that I am calling on you to help give so splendidly and wholeheartedly, not a senator or congressman will dare say it is a waste of public moneys to entrust librarians to give this service to this country.

Dr. Bowker: Does Miss Guerrier mean she wants complaints as to delay in the sending out of Government documents, or, as I understand, does she want to bring pressure on Congress in regard to com-

plaints concerning Government documents? Do you want them sent direct to you, Miss Guerrier, or direct to congressmen?

Miss GUERRIER: I think they ought to be sent direct to Washington, but if this committee in Boston could have copies of the correspondence, so much the better. I have tried to get copies of things going to Washington so that we could get the general attitude of the country. Thank you for the question, but I think it is a good idea to have all of this material in one place.

Miss AHERN: Wouldn't it be well to call attention to the fact that there is a splendid opportunity to aid these bills by calling attention to them by numbers?

Dr. BOSTWICK: Would you suggest writing both senators and congressmen?

Miss GUERRIER: Yes, the committee has considered that this would be good action now. Of course I have had people in each state working on this particular bill. Representative librarians have been working in each state, but the committee considered that this might be the next best move, to have a committee with headquarters in Boston write to the people acting for each state, asking them to get one librarian or one prominent business man in each congressional district to attempt to land the congressman. I don't mean necessarily his votes, and I say "land him" because I know you will land him if you show him what this means, but to call attention sufficiently to the importance of this bill so that you will succeed in gaining his support.

Dr. BOWKER: What are the numbers of the bills?

Miss GUERRIER: S 2457, H 6870. Both have been favorably reported. S 2457 is on the calendar of the Senate.

The PRESIDENT: The two remaining members of the Committee on Revision of the Constitution wish to make a word of explanation. Mr. Bishop, in his presidential address at Asbury Park last summer, gave his opinions of the constitution after

a year's intimate relations with the constitution had given him opportunity fully to understand it. He worked several weeks on the revision as you have it in your hands at the present time. The other two members of the committee were the president and secretary. We had a chance to have but one meeting. We approved a form in which Mr. Bishop had drawn up this revision. I am sure that the president and the secretary will attempt to answer anything that may be asked, but I myself, as chairman, am not prepared to answer many of the questions which could have been answered by Mr. Bishop, who unfortunately had to leave last night. We will now ask attention to Section 23, which was the one under consideration when we adjourned.

Mr. BOWKER: I want to supplement your remarks and say that we should not pay attention to anything in the way of details, but give our attention to the important points, so that we may have time enough to speak about the question of the enlarged program and get the information and thought of librarians regarding it.

The PRESIDENT: We will go about it in the way Mr. Bowker suggests, but the section the committee felt particularly anxious about is Section 25.

(At this point the meeting resolved itself into a committee of the whole.)

Miss TYLER: There were two points it seemed to me that were important in connection with Section 23; first, to include something in that section that will tend to emphasize the fact that the Council is a deliberative body, and, second, a clause that shall insure a genuine program for Council meetings. I think we are all agreed that the great weakness of the Council has been that it has been absolutely dependent upon the personal interest of the president as to whether we had a Council meeting or not. There was nothing in the constitution or the by-laws that placed any responsibility as to the Council meeting. For that reason I would present these two suggestions to the committee.

I would move that a clause be inserted in the section (I am not able to say exactly where—that would have to be decided by the committee) providing a committee of three to be appointed by the president, one each year, for the term of three years, which shall prepare a program for Council meetings to be mailed to Council members one month before the meetings. That would insure, it seems to me, a program that would call for thoughtful consideration. Whether the meetings are open or not we certainly want a program that is dignified and substantial.

The second point is to restore the section in the old constitution in some way to provide definitely that in particular the Council shall consider questions which involve the policy of the Association and shall make recommendations and reports to the Executive Board and to the association. It seems to me, if the Council really deliberates and comes to conclusions that are of value, it should recommend to the Executive Board certain things. It does not follow that the Executive Board would approve of them, but inasmuch as we are now recognizing the two functions, executive on the part of the Executive Board, deliberative on the part of the Council, it seems to me the Council should make recommendations to the Executive Board. So that I would be glad to see those two amendments incorporated, and I will write them out more fully and present them as motions.

MR. DUDGEON: I wonder if I might introduce a resolution which would incorporate those things, with Miss Tyler's permission?

MISS TYLER: Certainly.

Mr. Dudgeon then read and offered the following resolution:

RESOLVED, That the Committee on Revision be asked to express in the constitution and by-laws the following principles:

First: Confer upon the Executive Board the largest possible purely executive powers.

Second: Provide that the Council shall function definitely as a deliberative body, which shall consider library questions of

professional and public interest, and also questions involving the policy of the Association; and which may make recommendations and reports to the Executive Board and to the Association.

Third: That a procedure be provided:

(a) To make sure that important issues be placed before the Council at such a time and in such a form as will insure some measure of mature thought.

(Possibly this could best be accomplished by a Council committee of three, appointed by the president, one each year for a term of three years, to prepare a program for Council meetings to be mailed to members thirty days in advance of a meeting.)

(b) To convey to the Association and to the Executive Board the conclusions of the Council at a time and in a manner to make these conclusions helpful.

(Suggestions:

(a) Possibility of Council meeting in advance of Association meeting is suggested.

(b) Provision for calling emergency meetings promptly, possibly should be made.)

MR. DUDGEON: I have added two or three specific suggestions along the line Miss Tyler has stated and I would be glad to incorporate her suggestions to the committee, to make this committee a deliberative body.

I have suggested a meeting in advance of the meeting of the Association; second, preliminary notice of subjects to be discussed; third, provision for calling meetings of the Council quickly during the period when the Association is in session and at other times so that emergency matters can be referred to it; fourth, constituting a comparatively small number a quorum.

It seems to me that this body ought to go on record on two things very definitely; first, we must have an Executive Board with really executive powers, the broadest possible executive powers, and, secondly, we must have some way by which men and women—notably women—who are not on the Executive Board but are leaders in thought, should have a chance to deliberate and bring advice and suggestions to the Association and the Executive Board.

I realize that there is some difficulty in

defining just exactly what executive powers are, and what are deliberative or legislative, broad policies—what those words mean is sometimes a little difficult to tell; but we have no more difficulty there than we have in legislation by a state, when administrative and legislative powers are spoken of. I think we can entrust some broad language to the interpretation of the chairman and the convention at the time. I would venture, if this is not antagonistic to Miss Tyler's wishes, to suggest that some such resolution as that, declaratory of the sentiment expressed heretofore, be adopted.

Mr. BOWKER: I second the motion.

Dr. ANDREWS: I would suggest that matters of procedure be taken care of in the by-laws.

Mr. DUDGEON: Yes, it seems to me that this resolution could be amended by anybody who has a definite suggestion such as Miss Tyler's, but I do not feel that we should spend our time nor accomplish much by moving to strike out here and add something there. Have Miss Tyler's suggestions been included in the motion?

Miss TYLER: I accept the suggestions.

Mr. RANCK: I am not quite clear in my own mind whether Mr. Dudgeon's resolution sets forth clearly that all matters of policy are within the powers of the Council only, not the Executive Board, and that administrative matters are in the hands of the Executive Board. In other words, it should be very clear, in my mind, that there will be no conflict; that the Executive Board, for instance, should not deal with things which are presumed to be in the hands of the Council.

Mr. DUDGEON: I think we all agree upon that general principle, yet I doubt whether it would be a very wise policy to delegate any policy powers to the Executive Board. There are some things that are pretty close to the border, and I don't know that I would care to say that nothing approaching the matter of policy should be passed on by the Executive Board. I think if we express our conviction on

that, that is as far as we ought to go.

Miss DONNELLY: I would like to ask Mr. Dudgeon what effect this has on the first sentence of two of Section 15, already passed?

Mr. DUDGEON: I have no doubt that this goes back, as a later thought, that would affect that. I think it will probably call for some revision of that section, that this is a later enactment and will call for some revision of the language there.

The PRESIDENT: I think it will prove true that there will have to be revisions all the way through, but that will not interfere with our getting the sense of the meeting on these matters. You have heard the motion submitted by Mr. Dudgeon. Is the Association ready to approve the sense of the resolutions?

Mr. DUDGEON: There is nothing in this resolution that requires the committee to put in a provision which shall make it mandatory to refer the questions of policy to the Council.

The CHAIRMAN: Miss Tyler, have you any further remarks?

Miss TYLER: This resolution embodies the points I had in mind.

(A vote was then taken on the motion to adopt the resolutions offered by Mr. Dudgeon; and the motion having been seconded and carried, the resolutions were adopted.)

Dr. ANDREWS: I wish to bring to the attention of the committee a serious defect in Section 24. It says that "all gifts for endowment purposes shall be invested and the principal kept forever inviolate and the interest shall be expended as the Executive Board may direct." With all due desire to give the Executive Board power I do not think we have any right to accept gifts and then turn money over to the board to use as it sees fit.

We have a gift of \$100,000 from Mr. Carnegie for a specific purpose.

I move that this section be referred back to the committee for the purpose of providing especially for the acceptance of gifts for specific purposes within the power of

the Association and the expenditure of income for the purposes specified.

(The motion was seconded by Mr. Ranck and, a vote having been taken, was carried.)

THE PRESIDENT: Is there anything further in the section on Endowment Fund?

MR. FROTHINGHAM: I notice that that section is taken more or less from the existing constitution. Under the existing constitution there was provision for a treasurer. That being so, there was some necessity for having the endowment fund in the hands of trustees or some similar body. Under the new constitution it is provided there shall be an assistant treasurer, who shall be a trust company. Ordinarily endowment funds are a part of the functions of the treasurer of an organization. In this organization, when there was simply a treasurer, it was not convenient to have them so handled; but if you are planning to appoint a trust company as an assistant treasurer, making it a permanent body, might not the endowment funds very properly be in direct charge of the assistant treasurer and do away with the necessity for trustees? I have only considered the matter as it appears. I do not know what experience the Association may have had which led to the desirability of trustees, but this seems necessary in view of the proposed change.

DR. ANDREWS: I really would like to have Mr. Craver's opinion on that question. He is in touch with the present board of trustees and I am not. We have rather divided our functions. I am the auditing member of the Finance Committee and he has had charge of overseeing the action of the trustees in New York. I think, on the whole—I am very positive I would not like to express a personal opinion on that point. It seems to be correctly made, but I should not like to express a personal opinion on that point. I would like to ask some of my own trustees how they feel on the matter. I say that because, when the Association honored one of my directors with election to the position of trustee of the

A. L. A. he declined on the ground that we were altogether too loose in our methods; that he did not propose to be a trustee for an institution which allowed a majority of two men to take charge of things. If that is the general opinion among men who serve as trustees, I am afraid a trust company would be considered still more haphazard, and we might have criticism for not having taken proper custody of our trust funds.

THE PRESIDENT: Would you be so good as to get the opinion of your fellow-members and communicate with our secretary?

DR. ANDREWS: That is for the chairman of the Finance Committee. I am not chairman. I want to confer with the other members of the Finance Committee.

MR. RANCK: I think it would be exceedingly unwise for this Association to place the investment of any trust funds in the hands of any outside corporation; that it ought to have a committee of its own members at least to consult with such an organization.

It so happens that trust companies, such as I have known of, are sometimes interested in specific things which they are floating and you would have to have a limitation, at least, that the company be confined to the kind of funds which savings banks may invest in. It seems to me that persons actively interested in the work and welfare of the American Library Association should have some direct control over investments and not turn them over to an outside organization for a consideration.

MR. FROTHINGHAM: I move that this question be referred back to the committee for consideration on that point, as to the best method—in view of the other changes proposed in the constitution—as to the best method of handling the trust funds.

I was cautioned by a friend of mine, a day or so ago, not to make any legal suggestions to the Association. Dr. Andrews touched upon a legal point which might be made clear; that is, the Association is a corporation and the trust funds belong to the corporation unless they are specifically

deeded (transferred) to some other body. The trustees are given the custody of the trust funds. That means the custody of the securities and it puts a rather heavy responsibility on the trustees. They are responsible for the physical safety of the securities and they are, apparently, made responsible for the safe investment of the funds. Their duties, responsibilities, and so forth, should be more clearly defined; but the funds themselves belong only to the corporation and, belonging to the corporation, they are primarily in charge of the physical department of the corporation, the treasurer or the assistant treasurer.

It is perfectly competent for the Association to appoint a committee or to give an ordinary board of trustees physical custody. Now that funds are increasing this ought to be carefully thought out.

Mr. BOWKER: Would you separate custody and control as not necessarily the same?

Mr. FROTHINGHAM: Separate them, of course. Custody means locking a thing up or keeping it safely somewhere.

Mr. RANCK: I think an assistant treasurer would be competent to take care of the funds. I have custody of the funds of my board.

Dr. RICHARDSON: It seems to be a thoroughly good thing to have introduced the element of the assistant treasurer, and under those circumstances the financial authorities of the Association will be showing entire diligence as to the custody of the funds if they are in the custody of the assistant treasurer. I, therefore, think the point made is particularly well taken and I think the matter ought to be referred back.

(Dr. Richardson's remarks were regarded as a motion, and carried.)

The PRESIDENT: Section 25. As mentioned in the beginning, it seemed to be difficult for the committee to submit anything in writing which met their own views. We simply left it open and asked for advice of the Association at large. Sev-

eral questions have come up as to the responsibility of the American Library Association toward the affiliated organizations and what is reciprocal. Our affiliated members have always attended the meetings of the American Library Association. They get the benefits our own members get regarding railroad rates and hotel rates. A contribution is made by the American Library Association toward meeting the expense of printing part of the proceedings of the affiliated organizations. Realizing the American Library Association cannot afford a great deal of expense, and realizing there is nothing that makes it necessary for a member of an affiliated organization to be a member of the parent organization, the question arises, Is there anything we can do to make such affiliation fair both to the American Library Association and the affiliated organizations?

Dr. RICHARDSON: At the opening of the meeting I prepared a memorandum of my suggestions as to Section 25, which I will read:

(1) That all officers of affiliated organizations should be or become members of the A. L. A.

(2) That the executive board or officers of affiliated organizations shall be constituted an A. L. A. committees on the special aspects represented by the organizations and report to the A. L. A. in this matter.

By-laws, Section 13: It is moved that a standing Committee on Research Aspects of Library Work be constituted.

There are various things in this growing and multiplying subdivision of library interests which seem to be better taken care of by the affiliated organizations; at the same time they are all aspects of librarianship and there is nothing in librarianship which is foreign to the American Library Association. I therefore take this form to bring into concrete purview these suggestions, with the suggestion that no society shall affiliate which does not represent membership in the A. L. A., and that

all their executive boards shall become members of the American Library Association.

This would afford an efficient method for bringing these matters together, by reports to this organization in regard to all subdivided matters.

I therefore suggest that the executive board of each such organization be ex officio a committee required to report to this Association on the specialty involved in it. In handing in this suggestion, I want also to hand in one alternative. In case some provision of that sort is not made, I wish to introduce, for the kind consideration of the committee and ask the support of the Association for a suggestion, that there be appointed a standing Committee on Research Aspects of Library Work.

There are certain aspects not worth while taking the attention of the Association to consider at this time, but it is a fact that we make no respectable showing in our activities in regard to research as to these matters. It is a situation which has driven the American Library Association to a sort of extra effort to try to get somehow a right recognition of that aspect of things; and in the course of development and differentiation, certain particularly small bodies, which, in my opinion should be affiliated with the American Library Association, represent things which we who are interested in research aspects feel must be, in self-respect, taken account of by the American Library Association. The situation is too bad not to have it definitely taken into account by the American Library Association in some way. I therefore have made this alternative suggestion in case the Association does not provide by other methods; otherwise we are being driven into a situation of not only indifference, but neglect of opportunity to engage in larger functions.

The Association is bound to stand for the promotion of libraries, the common diffusion of knowledge; the spreading into the common places of knowledge through

education, but the discovery of new knowledge is as much a function of this Association, and it has been neglected.

The PRESIDENT: As a basis for further discussion, let us read again the two suggestions made by Dr. Richardson.

(Dr. Richardson's suggestions or motions were read.)

Dr. BOSTWICK: I would like to ask Dr. Richardson whether that could be made retroactive? We cannot force the affiliated organizations to elect members of the A. L. A., can we?

Dr. RICHARDSON: I think if they are asked to represent an activity in the way of librarianship, there will be the possibility of having centralized suggestions and reports. But I think it should not be made in such a way as to be retroactive.

Mr. BOWKER: Dr. Richardson contemplates, I think, as most of us agree heartily, that the American Library Institute should become an affiliated body and that its board would be practically the Committee on Research.

Dr. RICHARDSON: I am offering a suggestion to be considered and worked out. I have no authority to offer anything for the Institute, of course. I am only making the suggestion in that way, that if the Institute should be affiliated, it would be normally formed.

Mr. ROOR: In doing some work for the A. L. A. a little while ago, I ran across what seemed to me an extremely indifferent attitude of mind on the part of one of these affiliated organizations, which may be summed up in two statements. In the first place, they felt they were being dictated to too much by the A. L. A., and in the second place they felt that they were not properly conferred with by the A. L. A.

I am a little afraid that this resolution offered by Dr. Richardson may look, in the latter direction, a little more to them like dictation. I want to suggest whether or not it would not be better to refer this suggestion back to the Committee on Revision with the request that the four affiliated organizations be consulted with a view to

preparing a resolution which would be satisfactory to all.

Miss AHERN: I think Mr. Root is right, wherever he got his information, that there has been a misunderstanding between those that are interested in an organization where specialists in certain lines of library work may have their own conferences and in a great body of the American Library Association. I wanted to propose that in some way, we might come together upon this thing and have one American Library Association, with its various departments or sections, if you please, or meetings, or what not, where these people interested in one special sort of work may have opportunity to discuss it.

I suppose in this day and age not one of us would object to being called Americans, and certainly we are librarians, and certainly we ought to be able to associate together, and we will have the American librarians associated.

For an analogy we may go to the American Medical Association. The doctors are divided according to their interests. Some are interested in one part of the anatomy, some in another, but it has never, so far as I know—and I have had some close connection with the officers of that association—interfered with their coming together as one strong body in the American Medical Association.

I do not think that we have had the proper conciliatory attitude—and perhaps I have been tempestuous about it; I could not see why they could not live with us. Perhaps we have not made the effort that we should have made, to bring into harmony in meeting and association and in planning our library work these folk who saw a line of endeavor which appealed to them more than the American Library Association work did; but we probably did not get their viewpoint. It has created a discord in the eyes of the public, and particularly in the eyes of the public whom both of us serve.

Regarding the state librarians (and I have had the honor of being connected

with them in my time, and have had close personal touch with them since 1889) I cannot see that they should be separated from the American Library Association. The excuse is made sometimes that they do not progress as rapidly and thoroughly in a large association as they do in their own separate body. You know, so far as progress is concerned, there is not any obstacle in the way of it except one's own self. I do not think, if we had a state librarians section, that they would be any the less well served than they are now under the National Association of State Libraries. There must be, in order to obtain the success that both branches of service should have—there should be closer affiliation, closer understanding, a greater sympathetic attitude on the part of each toward the other.

There is nothing to prevent a corporation or anybody having a library and a special librarian, but if that library sets itself up as something entirely different from the great public library service, it seems to me that is not conservation of effort and it does tend toward misunderstanding.

I want heartily to commend Dr. Richardson's opening remarks on this subject. If he had not done so I should have asked that at this time we appoint a committee, made up of representatives of all these organizations, to see if we could not have one great national body. When it comes to the American Library Association, let us not have affiliation; let us have one great, strong body, working shoulder to shoulder.

Mrs. EARL: Miss Ahern has made the speech that I would have liked to make. I have been thinking along this line for a long time. I feel that the definition of the American Library Association as we now understand it, means public libraries, and I do feel that we want this definition to mean all library interests. I would like to suggest to the committee that they work out some plan with these various affiliated bodies, as we call them now, so that they

can be departments, or use any word that is probably better than that, and all together make that the means of creating a great American library association. When the states are organized as they should be with commissions in the League of Library Commissions, that will be far bigger than the American Library Association as it is now, and so there would be a difference in our favor.

Mr. HAMILTON: I want to speak a word of approval of what Miss Ahern has said. I want to endorse heartily the second part of Dr. Richardson's motion. I cannot speak for the League of Library Commissions, but I am sure that we would be glad to be automatically at the command of the American Library Association. It seems to me, however, it would be out of place to put into the constitution of the American Library Association any of the requirements as to the officers of the affiliated associations. I listened carefully to Miss Ahern, and I endorse what she had said.

Dr. ANDREWS: You have heard from the state libraries and the League of Library Commissions. I am a member of the Special Libraries Association. I think Dr. Richardson's second motion would go far toward allaying a distinct feeling of discontent that you have noticed among my colleagues in that association. They feel that the general association has ignored their special qualifications and knowledge, particularly of the conditions of special libraries and business library conditions. Knowing that that feeling is fairly warm and knowing that they have even considered breaking off their relations with the American Library Association because of it, I think Dr. Richardson's motion is a most happy one and would tend to make them feel that the general association does appreciate their particular qualifications.

The PRESIDENT: Would the Association care to hear the memorandum to which Mr. Bishop referred the first day of our meeting?

(Several members responding affirmative-

ly, Mr. Hadley read from a memorandum prepared by a member of the Association, from which Mr. Bishop quoted at a previous session, which proposed that the A. L. A. be composed of a federation of library associations instead of an organization of individual libraries and librarians.)

Mr. FROTHINGHAM: I have listened to that with much interest. It seems to me it brings out a question which is fundamental, and that is whether the differences between librarians, in their different practices, are more important than the things which they have in common. If the differences are the essential things, then separate organizations in federation would probably be necessary; but if the things which they have in common are more important within an organization like the A. L. A., including all the members of the library profession, while making provision for their different interests, you would seem to be indicating a plan for the organization.

It seems to me that the things librarians have in common very far outweigh the differences in practice and occupation. If that is so, we should keep the A. L. A. substantially along its present lines, only broadening it.

I dislike to disagree with Dr. Andrews, but I agree with Miss Ahern. I think her simile as to the medical profession was a felicitous one, because it seems to me the parallel is rather close.

Mr. Daniels pointed out a well-known fact that there are different schools of medicine. If there were different schools of librarians there would be different practices on the part of librarians too. Taking the orthodox school of medicine, every man in that school, whether a specialist or not, has first to study medicine as a whole. No matter how eminent a specialist he may be, no matter how he was regarded, he would not be considered competent to practice his specialty unless he was first thoroughly grounded in the principles of medicine. It seems to me there is the parallel for the American Library Associa-

tion, no matter what direction the work may later take a librarian into—commercial, special, university, libraries or what not—the individual must first be a librarian, drilled and grounded in sympathy with all the fundamental principles involved in ordinary librarianship, the custody, use and distribution of books.

That being so, it seems to me not the federated idea, but the united idea of the present A. L. A. is the proper idea for organization. I see no reason why, with proper liberality on the part of the officers who draft this constitution, there will not be made ample provision. We could think of sections—that is the form in which most societies divide themselves—a provision for sections, giving those sections full recognition and ample opportunity, not only for separate action, but for the expression of their views and expression of them to the general assembly—it seems to me that would be the ideal way to provide for organization. I should suppose the matter could not reach satisfactory shape for the constitution until there had been a joint committee meeting, a committee representative of the A. L. A. generally and representatives of the various special associations, to thresh out together the form in which the special associations might be included in the A. L. A., yet give full freedom for action and expression.

Dr. RICHARDSON: My assumption was that the Committee on Revision was to formulate such matters for us to pass on here. I introduced this on practical grounds. I am inclined to think the evolution that has come by means of these affiliated associations is better than could have come by having sections.

I introduced this rather as a preliminary matter to pass along as suggestions without taking too much time in this meeting. I have been active in almost all operations of the Association since 1883 and have fought these constitutional revisions through. It is a practical situation. It has developed to a point where something useful may be done. I introduced this form,

not as dogmatism, but as suggestion to the committee. I think it sums up the experience of the committee since 1883 and represents my own judgment, but I am ready to accept anything by which the force of these matters may be brought to bear upon library development in the United States.

Miss AHERN: I am very sorry that the memorandum regarding federation makes the statement that the A. L. A. is in large degree an association of librarians of public libraries. It seems to me this is the *casus belli* of the whole thing. I don't believe at all that the American Library Association is made up of people connected with public libraries. Taking this roster of the members of the Council, simply reading the institutions, we have Public Library; Division of Education and Extension; the H. W. Wilson Company; Yale University; Carnegie Library; and so forth. So that the other kinds of libraries are certainly in the same proportion, if not more than the public libraries. That is what I want taken out of the minds of everybody, that the American Library Association is now or ever has been an organization consisting only of public librarians.

Mr. FERGUSON: As an immediate past president of one of the affiliated organizations I would say that if you will look back into the dead archives of our record, you will find this suggestion was made by this immediate past president—that there was something wrong with our association as it was then run, that it was not doing the good it ought to do; that we ought either to get closer to the A. L. A. or get further away, and it seemed to me the thing to do was to get closer.

I have little respect for federations. I think that is a good way to do nothing. The thing it seems to me we ought to do is to have one library organization in this country, a national library organization. I am in favor of an American Library Association, not made up of a lot of affiliated organizations, but of people who are inter-

ested in the American Library Association. My experience in library work has demonstrated the fact that you are not going to get success by dividing your work and your funds and efforts into a multiplicity of lines; that you are going to get success by concentration upon the thing you are going to do. I remember something about what we had on the other side, and that the war was won only after the allied countries came into unification; and that is a good example for the A. L. A. or any other American organization in these peace times.

I am strongly for the American Library Association, and I think if a right conference is had with the affiliated organizations, the point can be clearly made, and it ought to be made at this time, because this is evidently the turning point in the life of the American Library Association and of library work in this country. If this new arrangement does not come about it is evident to me that we are going to have further divisions in the ranks by the affiliated organizations and the A. L. A. will become in time a federation.

Mr. DANIELS: The great trouble is this, there has been a natural tendency toward segregation in order to preserve certain rights and prerogatives. There is some hesitancy in association through fear of jeopardizing those rights and prerogatives. I think it should be put this way, possibly; that one of the things we are after when we really wish to run our institutions is enough money upon which we may base a substantial budget for operation. We can never get that money from the taxpaying and levying bodies unless we are united. To me, if there is any final word I want to say, it is this: we must hunt in packs; we must go after the thing that is necessary in doing our work. Legislators, legislatures, city councils, all kinds of taxpaying bodies are not merely to be studied as bugs under microscopes, not merely psychologically, but to be met with the weight and prestige that comes with union.

Dr. RICHARDSON: How about differentiation?

The PRESIDENT: Dr. Richardson has moved the adoption of one or two resolutions—

Dr. RICHARDSON: I offered them to the committee for their consideration.

The PRESIDENT: The committee will be glad to consider them.

Dr. ANDREWS: Section 8 to 12 of the proposed by-laws have a direct bearing on this. It is evident that the committee intended what Miss Ahern wants, to bring in the affiliated associations as sections. I move that Sections 8 to 12 be referred back in that way.

Miss AHERN: Speaking to Dr. Andrews' motion, I believe that that is all right in principle, but is a little perfunctory for the thing that I want to see done, and if it were proper I should make a motion that a committee be appointed to bring into consultation and conference the representatives of these various organizations, to report at the next annual meeting on the question of consolidation.

Dr. ANDREWS: Why not the next special meeting? If you will make it the next special meeting, I will be glad to accept the amendment.

Miss AHERN: Then I will include that. I think the committee ought to represent all the organizations.

Dr. ANDREWS: I accept the amendment, that the matter be referred back and that a special committee be appointed.

The PRESIDENT: How shall the committee be appointed?

Miss AHERN: Perhaps "appointed" is not the word we want. If they are not a part of the American Library Association and if they are not under our authority, I do not see how we can "appoint" them. You might form the committee by the president of the associations and the constitutional committee—the thing is to get them face to face, a committee to advise in regard to the constitution.

The PRESIDENT: Dr. Andrews has moved that Sections 8 to 12 of the by-laws be

referred back to the Committee on Revision, and Miss Ahern has suggested that a committee be appointed on this particular paragraph. If there is no objection, that will be done. Have we abandoned any other section temporarily?

(A member called for Section 21 and another called for Section 22.)

The PRESIDENT: Let us discuss Section 21 of the revised constitution.

Mr. FROTHINGHAM: May I ask how large the Council is or would be under the proposed section?

The SECRETARY: This does not alter the size of the Council. At the present time the size, depending as it does on the number of affiliated organizations, state and regional associations, brings the number of the Council up to eighty-five or ninety.

Miss TYLER: I would like to speak briefly about the Council, because I think there is a question involved that should be considered. Section 14 of the present constitution reads: "and one member from each state, provincial and territorial library association or any association covering two or more such geographical divisions which complies with the conditions for such representation set forth in the by-laws."

The new draft of the constitution reads as follows: "and one member from each state, provincial or regional library association or club which complies with the conditions for such representation set forth in the by-laws."

Now the conditions set forth in the by-laws are, I think, those carried over from the old constitution. I have very distinct recollections of the discussions that were involved in that, and I also know that there is a little unrest in the state library associations, regarding the conditions under which they are represented in the Council.

A good many of us have felt that if it had been possible in some way to have based membership in the Council geographically it would have been a fine thing, but there are so many difficulties involved in

doing that, that it seemed to me it might be well to remove that condition, complying with the conditions of and making it a straight representation of each of the libraries, whether they comply with the conditions in the by-laws or not. After all we want the A. L. A. to function back through the state organizations, and the state organizations feel that they have a part in the A. L. A. I think it would be advisable for the committee to consider removing those restrictions, and make a provision that there shall be one member from every state library association as a member of the Council.

It seems to me there is no danger of the Council becoming too large, if it shall be kept within such bounds as this. I would like the committee to consider that.

The PRESIDENT: Does anyone wish to discuss Miss Tyler's suggestions?

Mr. RANCK: I think Miss Tyler and I were on a committee that had something to do with this question. My recollection is that a matter of finance came up. It seems to me, as I recall it, the secretary of the A. L. A. at that time stated there would be additional expense in carrying state library association representatives as Council members, and he thought that the Association at least should be reimbursed to some extent. If the finances of the Association will warrant our admitting state association representatives without additional obligation on the part of the state associations, I think that is all right.

Miss TYLER: I was on that committee as Mr. Ranck recalls and we did not get the other part of that provision in. There was considerable difficulty, and I think Dr. Andrews will recall he rather blocked our proceedings. We wanted to couple with this heavy tax on the state association the corresponding obligation on the part of the A. L. A. to send a speaker to the A. L. A. meeting, and the Executive Board cut that out. I felt that that was not quite fair.

Dr. ANDREWS: Does Miss Tyler think that five dollars from the state association,

or ten cents from each member, would pay the expense of sending a member to the state association?

MISS TYLER: Not in the least. It is not a question of bargaining, but it is a question of spirit.

DR. ANDREWS: I am a member of the Finance Committee at the present time, and I may take a prejudiced view of it, but it seems to me no one has any right to expect services from the Association who does not help to the extent of his ability to contribute towards it. I would still oppose Miss Tyler's suggestion that we open membership on the Council to people who are not interested enough to pay the very moderate amount which is indicated in the by-laws.

MISS AHERN: I was also a member of that committee, and while I did not follow it up until it reached the Finance Committee, I have never felt their position was justified. They assumed the membership in the A. L. A. from the various associations is below par. That is not really so. The only thing that I think they would have a right to ask would be that the representative from the state association be a member of the A. L. A. Take it in Illinois. I don't think anybody has ever gone to the meetings of the Council who is not, herself or himself, a member of the A. L. A. and has paid dues and made contributions whenever called on. I know that is true in the southwest, a place where they need an A. L. A. library representative most. There is always a question, "What do we get out of it?" They do not always come to A. L. A. meetings and a representative of the A. L. A. does not go to them. The majority of them are members.

THE PRESIDENT: The chair would like to ask what state library associations think they get out of Council representation.

MISS AHERN: As my observation goes in attending these meetings, there is always a definite place in the state association programs, where these people are expected to report on the things of general

interest that come up, and they are not at all backward about expressing their opinions upon what is done at the A. L. A. meetings. They are a very good thermometer of the rise and fall of the "market." I remember especially reports in two states where I attended meetings this fall. One was as splendid a presentation of the spirit of librarianship as I have ever heard.

DR. BOSTWICK: It seems to me that the matter of expenditures is not very material, for there is always a member of the A. L. A. near-by who could be sent to represent us. I do not think we would necessarily incur large expense.

MR. HAMILTON: Indiana has about 200 members in its state library association. An assessment of ten cents a member means \$20 a year. That is a heavy amount for dues for state associations. I think that it is a rather large amount to ask the state association to pay for dues, for representation on the Council.

DR. ANDREWS: I think I have expressed myself rather badly in supposing that the amount of the money was of any importance. I would be willing to take Miss Ahern's suggestion and move that the by-laws be changed and simply provide that the special representative be a member for the year. What I don't want to see is people who do not contribute at all, and have no actual membership, admitted to the Council.

MISS MERRILL: I can remember when I was treasurer of the Ohio State Association, sending a check for \$25.00, which I felt was rather large at the time. I think the A. L. A. ought to feel a greater responsibility towards the smaller associations—the duty should not be all on the part of the state organizations to the national association.

MR. RANCK: With the understanding that this matter be handled in the by-laws, I think it might stand as it is.

SECRETARY UTLEY: May I speak as secretary of the Association, not as a member of the constitution committee?

THE PRESIDENT: Yes, Mr. Utley.

Secretary UTLEY: It is always embarrassing to the secretary that the Association cannot do more for the affiliated associations than it does. We would like to send speakers to the various meetings more often than we do. We would like to do more direct service, but in writing to the officers of the various affiliated associations, I do attempt to point out, that, small as it is, unsatisfactory and inadequate as it is, we do feel the state associations are getting considerable benefit from the A. L. A., in the way of indirect service, whether they are affiliated or not, and that the indirect service is increased just in proportion as the funds of the Association are increased. I am frank to say in my relations with the officers of the state associations, that the dues the affiliated associations pay, are, to a considerable extent, contributions on the part of these state associations to the A. L. A. We are forced to admit that the amount of direct service which the A. L. A. is able to offer the state associations is small. But it is true, on the other hand, that the A. L. A., in indirect service—in advice, in work through committees and in other indirect ways—confers benefits on the state associations; and every \$100 the A. L. A. has at its disposal helps the indirect service the A. L. A. does. I merely bring that out to show that there is an indirect service to the state associations. It is absolutely inadequate and unsatisfactory, but I hope that the state associations will feel there is some service they are getting even now.

The PRESIDENT: What else may be suggested at this time?

Section 22 is the next in numerical order, in regard to meetings of the Council.

Mr. FROTHINGHAM: I think there should be in that section some provision as to the quorum. The quorum of the Executive Board and of the Association has been stated. It should be stated as to the Council also. If Section 21 should be so modified as to admit representatives of the state associations without qualification, I suppose the membership would rise to

something like 125, because there would be thirteen members of the Executive Board, and I do not know how many past presidents, ten or fifteen, and four or five affiliated societies, and possibly fifty state associations; so it would run up to about 125.

The PRESIDENT: That also will be referred to the committee for its attention. Is there anything else to come before the Association in regard to this constitution?

Mr. RANCK: There is one more section, the last one, about amendments, Section 27. I offer this as a motion. Where it reads, that the constitution be amended by a three-fourths vote of those present and voting at two successive meetings of the association, add thereto, "at least one of which shall be an annual meeting."

Dr. ANDREWS: I would like to move to amend the motion by inserting "annual" before the word "meetings."

(Motion seconded by Mr. Root.)

Mr. RANCK: I accept the amendment.

Mr. FERGUSON: Isn't this Association unduly limiting itself in making such a provision as that? Is there any possibility that something is going to be done by the Association, even at called meetings, that would be to the detriment of the library profession? I feel that if we would spend more of our money for spurs rather than checks, we would get further.

Mr. H. L. WHEELER: Ever since I can recall there has been criticism in this Association to the effect that it is practically impossible to get anything done in the Association because it takes so long. We have shot to pieces the entire proposed revision in this meeting. Is there any prospect that it will ever be possible to get two successive meetings of this Association to approve a revision in the same form, without any change of phraseology? It seems to me our efforts should be in the other direction.

Dr. BOSTWICK: It seems to me that this meeting could spend considerable time in such a discussion as this, and we have had a practical illustration of the inadvis-

ability and, perhaps, the absolute impossibility of trying to discuss phrase by phrase, word by word, and letter by letter, in a general meeting of the Association, a revised constitution. Pretty nearly everybody who has talked and taken any active part in the discussion of the constitution at this meeting, would have done the same thing in a meeting of the Council. I think this whole thing should be threshed out at a meeting of the Council, and then the Association can take it or leave it. If we are to go through this thing at annual meetings, I agree with what Mr. Wheeler has said. But I believe the approval of the constitution, after being considered by the Council, should be done at an annual meeting.

Mr. FROTHINGHAM: As I understand, the motion now is that the constitution may be amended by a three-fourths vote of those present and voting at two annual meetings of the Association, etc. There are three separate checks on action, which inevitably would involve great delay in any change, and any one or two of which may postpone things indefinitely. First, three-fourths vote is in itself an enormous check. One-quarter of the members present can block anything. We have seen what has been happening in the Senate during the past year. It has been impossible to get a two-thirds vote of the Senate on so urgently needed a matter as the treaty. Here it is proposed to require a three-fourths vote, and it is about to be passed in the form of an amendment to the constitution. That three-quarters vote must be gotten together in two consecutive years. To pass an amendment in 1920 and have it fail in 1921, you must begin again in 1922 and pass it in 1923. And, finally, as to notice. I don't know what that means or how it would work out. No notice of a proposed amendment is, apparently, to be brought up at the first meeting. Therefore any amendment may be proposed at the first meeting, changed, re-changed, etc., and as it is left at the end of the first meeting in that form, it must be notified to

the second meeting. Then, to what extent would further amendments at the second meeting be permitted, if at all? It seems to me this thing is much too cumbersome, especially in its proposed form. I think it would be better to refer this also back to the committee for consideration, with a view to its being kept workable. Personally, I shall have to vote against the amendment, and if the amendment is lost I shall move for reconsideration.

Dr. ANDREWS: Mr. Frothingham's objections are rather academic. The Association has changed its constitution twice within my membership, and is about to do it the third time.

Miss TYLER: If it is first referred to the Council and then the Council refers it to the committee for a vote at successive meetings, we might save at least a year. Let the Council, as a committee of the whole, work on the constitutional revision.

The PRESIDENT: The motion before the house is that the section be amended by inserting the word "annual" between the words "successive" and "meetings."

Mr. RANCK: It seems to me highly important that the whole membership of the Association should have one chance at amendments to the constitution.

Dr. BOSTWICK: If you don't have the space between two annual meetings for publicity and discussion, it would be possible to call a special meeting before an annual meeting, and in that way rush a constitution through practically all at once.

(A vote was then taken on Dr. Andrews' motion and it was lost.)

Mr. FROTHINGHAM: I move that this section also be referred back to the committee for reconsideration, with a view to making it at once as workable as possible, and yet safeguard the Association against unconsidered amendments.

(Motion seconded and carried.)

Thereupon the committee of the whole rose.

The Association then resumed its special

meeting, and the further proceedings were as follows:

The PRESIDENT: The treasurer, Mr. Roden, has presented his resignation and I will ask the secretary to read a minute adopted by the Executive Board appreciative of his ten years of faithful service:

Secretary Utley thereupon read the following minute:

The Executive Board has accepted with great regret the resignation of Mr. Carl B. Roden as treasurer of the A. L. A. In doing this they asked the secretary to present to the Association the following statement in the hope and expectation that it will meet with the Association's approval.

Mr. Roden has for ten years given freely of his time and care to a rather irksome task, being moved thereto by his wish to be of service to our organization. He has not only given his service as treasurer of the A. L. A. itself, with all the troublesome and time-consuming details that that service implies, he has also carried through a large amount of similar work in handling war service funds, and in all this—in spite of the fact that he found the work uncongenial to his temperament—he has shown the greatest consideration for those with whom he came in close contact therein, especially the secretary and his staff, and has made always plain his desire to be of practical service to them. He deserves at the Association's hands the heartiest thanks that it lies within its power to express.

(On motion by Dr. Andrews, duly seconded and carried, the foregoing minute was ordered spread on the records of the Association.)

Dr. ANDREWS: It is with great regret that I rise to a question of personal privilege. It is the duty of the Finance Committee, under the constitution, to prepare and adopt budgets. There has come a distinct division of opinion between the members of the Executive Board and the members of the Finance Committee as to the preparation of the budget for the coming year. The Executive Board wishes the Finance Committee to approve a budget which distinctly provides income from sources not in sight. I have therefore determined to ask the opinion of the Association as to which policy shall prevail.

I therefore move that the Finance Com-

mittee be and hereby is instructed to prepare a budget in accordance with the wishes of the Executive Board.

If the motion carries by a three-quarters vote, it is mandatory, and I shall obey it. I shall then resign. If a majority of those present vote, I shall consider it the wish of the Association, and I shall resign then. If, however, a majority of those present agree with me in thinking it is not wise to base our expenditures on anticipated income, I shall do my best to perform the duties laid upon me by the constitution and see that the expenditures do not exceed the appropriation.

My motion is that the Finance Committee be and hereby is instructed to prepare a budget in accordance with the wishes of the Executive Board.

(Motion seconded by Miss Tobitt.)

Mr. DUDGEON: Under the constitution which now governs us, should funds later appear, there is nothing to prevent a supplementary budget.

Dr. ANDREWS: Most assuredly not. That is what we have always done. That is the provision of the constitution. The moment funds appear, the committee will at once increase the staff and carry out all the functions the Executive Board desires.

Mr. FROTHINGHAM: I am unable to vote on the question unless I know a little more about it. If it is in order, I wish Dr. Andrews would be more concrete and state what expenditures the Executive Board has desired and what sources they are expected to be paid from. Speaking in the abstract, one does not authorize expenditure unless the receipt of sufficient funds is known in advance with sufficient definiteness to authorize it. Here, I apprehend, the funds in question are to be raised by subscription, and whether they will be raised or not is not definitely known. I think it might clarify the situation to know what funds are to be authorized and what source they are to come from.

Dr. ANDREWS: It is a question of policy, and that is why I brought it up. Does the Association wish to give mandatory in-

structions to the Finance Committee to accept this enlarged program before the funds, or any part of them, are in hand? Answering Mr. Frothingham's question, the form in which the budget was submitted to the Finance Committee stated that the funds would not be sufficient for the whole year, and when we said we could not approve the budget in that form, a budget was submitted which, by limiting appropriations, might result in possible economy, or might be obtained by a complete sacrifice of the present way in which we are doing things. The two things do balance, the income and the expenditures—

Dr. BOSTWICK: Those who wish to sustain Dr. Andrews should vote against his motion.

Dr. ANDREWS: It is not sustaining Dr. Andrews. It is a question of policy for the Association. If they want practically to have the Executive Board in absolute control, it may be right and well, and I don't want to stand in the road. It is not a question of anybody sustaining me. It is a question of the Finance Committee versus the Executive Board.

(A vote was then taken upon Dr. Andrews' motion and the vote resulted as follows: In the affirmative, 6; negative, 42.)

The PRESIDENT: The motion is lost.

Mr. RANCK: I think it would be advisable for the Committee on Revision of the Constitution to consult legal advice with reference to the incorporation of the American Library Association and some other things.

The PRESIDENT: That was done, I think.

Miss TYLER: May I have the privilege of a few words before adjournment?

The PRESIDENT: Certainly.

Miss TYLER: I am taking a good deal on myself, but I happen this year to be chairman of the A. L. A. Committee on Library Training. The question of library training seems to be particularly acute now, when there is such a great need of librarians and library assistants. I am also a member of the Association of Amer-

ican Library Schools, and I think the president is in the room. I hope he will say a few words supplementary to what I am saying now. We hoped we would have an opportunity to make a statement at the time the enlarged program was under consideration, because we are not at all satisfied with the scope of the statement in the enlarged program regarding library training. We feel strongly that there should be a larger, broader, and a more comprehensive statement made than is contained therein, and I have no doubt the Committee on Enlarged Program will include such a statement. We do want to go on record as supporting, in a general way, the proposition as set forth in the paper by Dr. Williamson at the recent meeting of the A. L. A. regarding an A. L. A. Training Board. We feel that the question of library training is not solely a question of library schools, but that we need a board that will study the whole field and will feel there is some method set forth to articulate the various degrees and kinds of library training, which would include staff and apprentice training, the summer schools, the library schools, and, perchance, the advanced library school, which is much talked of—to create a board of library training.

I want this Association to know that we hope for a larger formulation of that subject than is on the A. L. A. program.

I am presuming again to speak to you as librarians in behalf of the whole question of library recruits. Those of us who have charge of library schools feel very keenly that there is great need for each of you to recruit for library service. The library schools are making an honest effort to provide adequate library training. We realize that our methods are faulty. We are trying to correct them as rapidly as we can. All the library schools are hampered by lack of funds; nevertheless, we feel that it is your problem to find the people to be trained, and I want to say that with great emphasis.

Library schools cannot, in the very na-

ture of things, find the recruits. We can do a reasonable amount of advertising, but it must be limited. You are the people who must find recruits for library service. It is not that we want this school or that school pushed. We want the whole question of library training brought home to you. You must find the people who, by education, temperament and personality, are suited to library service, and urge upon those people to secure the training that will

make them available to the profession; and we, on our part, pledge ourselves to give them such training as will make them of greater service.

The **PRESIDENT**: Miss Tyler's remarks and recommendations will be referred directly to the committee having these activities in charge.

Thereupon, on motion, the special meeting of the Association was adjourned.

EXECUTIVE BOARD

Meetings of the Executive Board were held in Chicago, in conjunction with the 1919-20 midwinter meetings, as follows: December 31, 10 a. m.; 4 p. m.; 8:30 p. m.; January 1, 8 p. m.; January 3, 2:30 p. m.

FIRST SESSION

Present: President Hadley (presiding), Misses Doren, Eastman and Tobitt; Messrs. Dana, Hill, Locke and Strohm; also Mr. Milam, director of enlarged program, and Secretary Utley.

Minutes of Previous Meeting

Voted, That the minutes of September 9, 10 and 11, 1919, be approved.

Minute on Death of Andrew Carnegie

The final draft, prepared by a special

committee was presented (preliminary draft having been presented and approved at a previous meeting) and it was

Voted, That the minute on death of Andrew Carnegie be adopted.

(Appended to these minutes as Appendix A.)

It was taken as the sense of the Board that the minute should be reported to the Association at its next annual Conference.

Report of the Treasurer

The report of the treasurer for the year 1919 was presented and read by the secretary.

Voted, That the report of the treasurer be accepted and adopted as audited.

The report was as follows:

REPORT OF THE TREASURER

January 1-December 29, 1919

Receipts

Balance, Union Trust Co., Chicago, Jan. 1, 1919.....	\$ 4,278.40
Membership dues (annual)	11,030.80
Memberships (life)	550.00
Membership (life fellow).....	100.00
Trustees Carnegie fund, income.....	4,500.00
Trustees Endowment fund, income.....	418.97
A. L. A. Publishing Board.....	3,060.00
Refund from Committee on Importations (M. L. Raney, Sec'y).....	1,000.00
Library war service, refund on salary of secretary.....	1,512.50
Refund on Voucher No. 2089.....	75.00
Interest on bank balance, Jan. 1-Nov. 30, 1919, inclusive.....	74.39
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	\$26,540.06